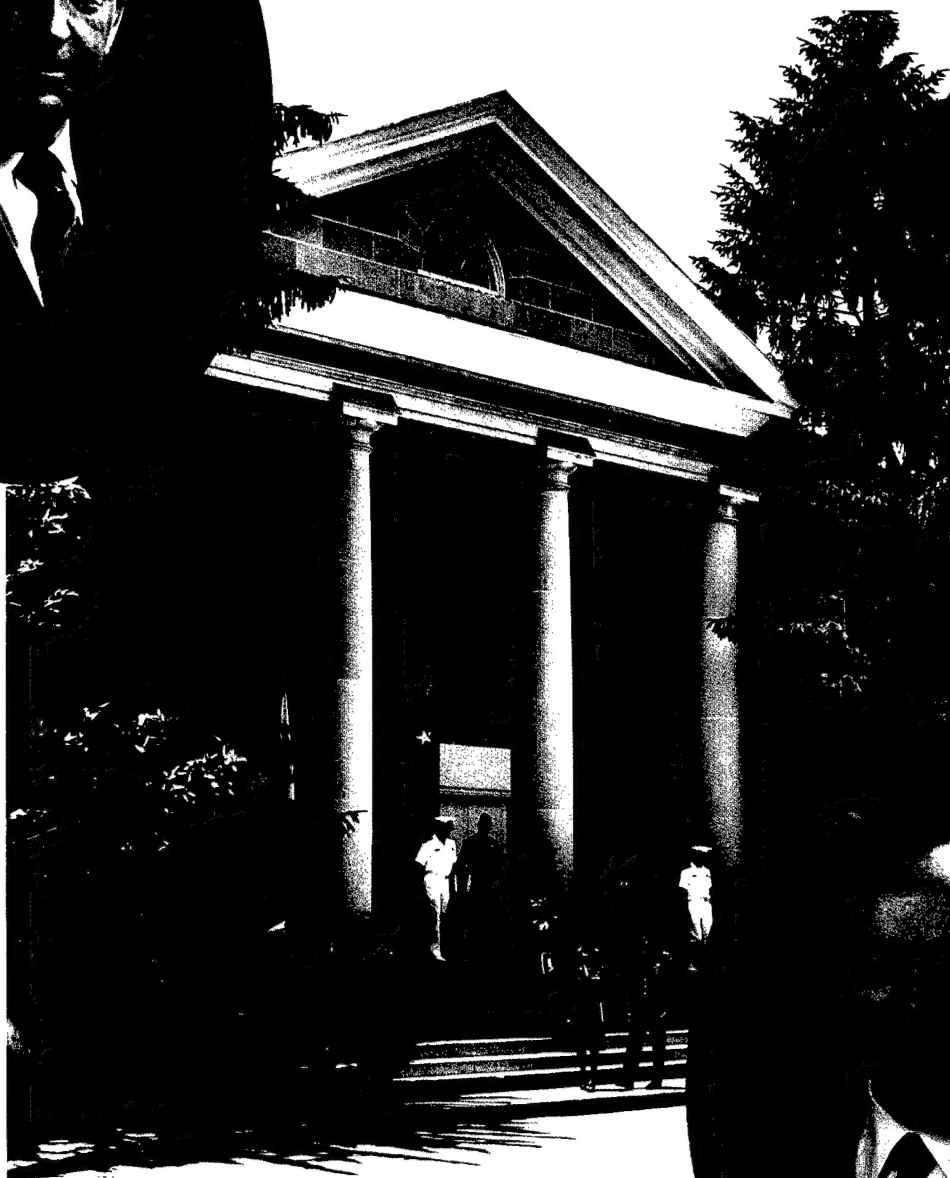


From Packard To Perry

20010829 189



A Quarter Century of Service to the
Defense Acquisition Community

WILBUR D. JONES, JR.

1971-1996

DEFENSE SYSTEMS MANAGEMENT COLLEGE



FROM PACKARD TO PERRY

A QUARTER CENTURY
OF SERVICE
TO THE
DEFENSE ACQUISITION COMMUNITY

DISTRIBUTION STATEMENT A
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WILBUR D. JONES, JR.

Defense Systems Management College Press
Fort Belvoir, Virginia 22060-5565
June 1996

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DEDICATION

Our people are the reason the Defense Systems Management College (DSMC) is celebrating our 25th Anniversary of providing high quality products and services to the defense acquisition community.

Since 1971, the DSMC family, both faculty and staff, has achieved this through individual and team professionalism, innovation, dedicated hard work, and continuous improvement. Regardless of the Department of Defense's top leadership as well as the challenges governing our business, and considering the burgeoning needs for an enhanced workforce, the primary goal of DSMC always has been to anticipate and exceed customer requirements.

Meeting this continuing challenge over the years, the DSMC faculty and staff, past and present, have earned the honor of having this 25th Anniversary book dedicated to them.



IN MEMORIAM



David Packard

1913 - 1996

*Former Deputy Secretary of Defense
Founder, Defense Systems Management College*

Acknowledgments

The author wishes to thank the following DSMC colleagues for their highly professional, dedicated, and timely assistance in helping to produce this commemorative book in four (very) short months: Mrs. Janice Baker, Secretary to the Provost and Deputy Commandant; Mr. Greg Caruth, Director, Visual Arts and DSMC Press; Editor Mr. James Wittmeyer; and Visual Information Specialists Ms. Margaret Brown and Ms. Debbie Gonzalez.

A Note on DSMC Vis a Vis DSMS

From our inception in 1971 until 22 July 1976, the Defense Systems Management College (DSMC) was named the Defense Systems Management School (DSMS). Throughout this book, the DSMC full name and acronym is used to connote nearly all references to this institution, even for the time we were the DSMS. The exceptions when DSMS is used are obvious.

This book displays the photos of many DSMC photographers including Richard Mattox, Jim Pleasants, Ed Baxter and Jean Scanlon. The everpopular snow scene of the front steps of building 202 was by PFC John Morehead, circa 1974.



THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

25th Anniversary of the Defense Systems Management College

Greetings and hearty congratulations to the students, faculty, staff, and alumni of the Defense Systems Management College (DSMC) as you celebrate its 25th anniversary. All of you can be justifiably proud of the College's quarter century of accomplishments and your individual contributions to that success.

It has been my privilege to have a long and continuing association with the Defense Systems Management College. My appreciation for DSMC's good work began in 1977, with the opportunity to serve as the Policy Guidance Council's chairman. Over the years, I have been glad to return as a guest lecturer, not so much for what I convey but for what I can learn. To me this is the essence of DSMC, an exchange of ideas and knowledge that enriches not only the faculty and students, but our nation.

The Defense Systems Management College's unique benefit is its focus on, and enhancement of, the ways our government does business in defense acquisition. In a political and business world that is ever changing, Americans can feel secure in knowing that the personnel trained at DSMC are well prepared to meet the challenges—and opportunities—they face.

We are counting on the College to keep on developing the confident, professional acquisition leaders who will help guide us in ever better systems management for many years to come.

You have my sincere best wishes for continuing success.

William J. Perry

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United States Senate
COMMITTEE ON ARMED SERVICES
WASHINGTON, DC 20510-6050

RICHARD L. REYNARD, STAFF DIRECTOR
ARNOLD L. PUNARO, STAFF DIRECTOR FOR THE MINORITY

March 26, 1996

Brigadier General Claude M. Bolton, Jr., USAF
Commandant
Defense Systems Management College
9820 Belvoir Road
Fort Belvoir, Virginia 22060-5565

Dear General Bolton:

On the occasion of the twenty-fifth anniversary of the Defense Systems Management College, we would like to express our appreciation for the outstanding work of the College in the field of defense acquisition policy.

Over the past twenty-five years, substantial improvements have been made in the skills and expertise of DoD's program managers, contracting officers, and other acquisition specialists. These improvements are due in no small measure to the excellent training and education offered by the College.

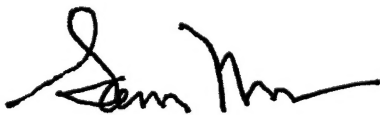
The College also has served as an important source of information and ideas about the acquisition process. The members and staff of the Armed Services Committee have benefitted from numerous briefings by the faculty of the College, as well as from your excellent publications, such as "Program Manager."

The Committee's confidence in the College was reflected in section 800 of the National Defense Authorization Act for Fiscal Year 1991, which specifically required the Secretary of Defense to "establish under the sponsorship of the Defense Systems Management College an advisory panel on streamlining and codifying acquisition laws." The Committee's expectations were more than fulfilled. The detailed, extensively documented report of the Advisory Panel reflected the expertise and outstanding support provided by the College.

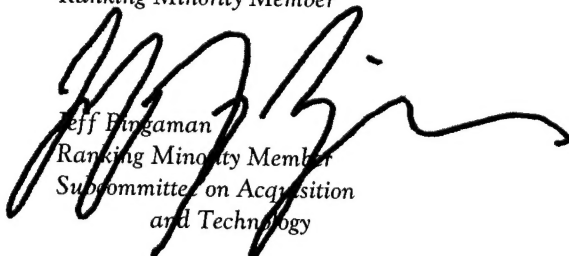
The Advisory Panel's thorough analysis and comprehensive legislative proposals provided the foundation for the comprehensive acquisition reform legislation passed by Congress in the last two years. The Federal Acquisition Streamlining Act of 1994 and the Federal Acquisition Reform Act of 1996 constituted the most significant changes in laws governing the procurement of goods and services by the federal government since World War II. The Defense Systems Management College can justifiably be proud of the major role that it played in the development of this landmark legislation.

On behalf of the Armed Services Committee, we congratulate you on this important milestone and look forward to the continued excellent work of the College in the future.

Sincerely,



Sam Nunn
Ranking Minority Member



Jeff Bingaman
Ranking Minority Member
Subcommittee on Acquisition
and Technology



Strom Thurmond
Chairman



Bob Smith
Chairman
Subcommittee on Acquisition
and Technology

The Packard Challenge

We want this School to become the academy of management for all four services. We want it to be a school of high distinction where the best of modern management practices are taught. We want it to become a center of research for the improvement of managerial practices.

– Remarks by the Honorable David Packard, former Deputy Secretary of Defense at the formal opening exercises of the Defense Systems Management School, 3 August 1971



DEPARTMENT OF DEFENSE
DEFENSE SYSTEMS MANAGEMENT COLLEGE
OFFICE OF THE COMMANDANT
9820 BELVOIR ROAD
FORT BELVOIR, VA 22060-5565



June 25, 1996

COMMANDANT'S WELCOME

Welcome to the 25th Anniversary celebration of the Defense Systems Management College. On behalf of the DSMC faculty and staff, I extend to you our greetings and appreciation for your support in helping to make the College the strong institution we are today.

Please share with me a moment of reflection on the origin of DSMC, as seen by our founder, the late David Packard, whose memory we honor within these pages. Secretary Packard envisioned DSMC as becoming "the academy of management for all four Services. We want it to be a school of high distinction," he said, "where the best of modern management practices are taught. We want it to become a center of research for the improvement of managerial practices."

Mr. Packard's objective was to build an educational institution that would ensure defense system managers receive an excellent education to prepare them for their positions, and to aid the Services in establishing suitable career educational development opportunities for those managers. His vision and leadership led to the school opening 25 years ago on 1 July 1971.

As we take stock of our progress over the past 25 years, we believe we are achieving his vision and lofty expectations. As we press on to meet the growing requirements of our varied customers and to provide the high quality products and services they deserve, we recognize our continuing definitive role in the defense acquisition business. We recognize our mission with four primary tasks in educating the acquisition workforce, in providing research to improve the acquisition system, in providing expert and process consulting services to acquisition managers, and in publishing and disseminating acquisition information to benefit the acquisition workforce professionals.

We at DSMC accept this challenging mission and more. Mrs. Colleen Preston, the Deputy Under Secretary of Defense (Acquisition Reform), has said "Change is continuous, change is constant." I would simply add that we accept that premise, and we will do whatever is necessary to accomplish the mission and thrive in that environment of change.

Now we confidently prepare to enter our next quarter century of service to the defense acquisition community. We ask that you continue to help us to better serve our customers and friends.

Richard A. Black
Brigadier General, USA
Commandant



**BRIGADIER GENERAL
RICHARD A. BLACK, USA
28 March 1996 - Present**

Brigadier General Richard A. Black, USA, on March 28, 1996, assumed command of the Defense Systems Management College, Fort Belvoir, Virginia, becoming the 13th Commandant of the College since its founding in the summer of 1971. General Black comes to the College from his assignment as Program Executive Officer for Missile Defense, with offices located in Arlington, Virginia, and Huntsville, Alabama — a position he has held since January 1994.

Awards and decorations received by General Black include the Legion of Merit (2), the Bronze Star Medal, the Meritorious Service Medal (2nd Oak Leaf Cluster), the Army Commendation Medal (1st Oak Leaf Cluster), the Vietnam Service Medal, the Combat Infantryman Badge, the Ranger Tab, and the Army Staff Identification Badge.

He and his wife, Mary, have three children: Heather, Katherine, and Daniel.

General Black was born in Wenatchee, Washington. Upon graduation from the United States Military Academy, he was commissioned a Second Lieutenant and awarded a Bachelor of Science Degree. He holds a Master of Science Degree from the University of California at Davis in Physics and a Masters in Business Administration from Boston University. His military education includes completion of the Basic and Advanced courses at the Air Defense Artillery School; the United States Army Command and General Staff College; Defense Systems Management College, Program Management Course; and Industrial College of the Armed Forces.

His recent assignments include: Program Executive Officer for Missile Defense; Project Manager, Corps Surface-to-Air Missile, Program Executive Office for Missile Defense, Huntsville, Alabama; Project Manager, Follow-on to Lance, Program Executive Office for Fire Support; and also Product Manager, Patriot Anti-Tactical Missile, Program Executive Office for Air Defense, United States Army Missile Command, Redstone Arsenal, Alabama. General Black also served as Commander, 4th Training Battalion, United States Army Training Center, and as Commander, Battery C, 4th Battalion, 1st Air Defense Artillery Training Brigade, Fort Bliss, Texas. He has also held a number of Joint and Overseas assignments in Vietnam and Germany.

DSMC'S TWENTIETH ANNIVERSARY

Some DSMC Commandants and the widow of one, the late BG Winfield S. Scott III, USA, cut the birthday cake. Left to right are: Maj Gen John G. Albert, USAF (Ret), COL Thomas V. Forburger, USA (Ret), MG Lynn H. Stevens, USA, (Ret); Mrs. Scott; new DSMC Commandant, RADM William L. Vincent, USN; BG Benjamin J. Pellegrini, USA (Ret); and COL John B. Hanby, Jr., USA (Ret).

Commandants not pictured: RADM Roland G. Freeman III, USN (Ret); Lt Gen William E. Thurman, USAF (Ret); RADM Roger D. Johnson, USN (Ret); and Brig Gen Charles P. Cabell, Jr., USAF (Ret).



**Welcome to
The
Defense Systems
Management College**

1971 - 1996



MAKING IT HAPPEN: THE DSMC FACULTY AND STAFF



The late Professor Emeritus Joseph D. Arcieri



SFC Michael D. Ciolek, USA, and the late Michael R. Dee

The late Dr. Fred Waelchli



Development and delivery of DSMC's quality products and services have been the responsibility of our professional faculty and staff. Most of the approximately 137 faculty reside in the 13 functional area teaching departments of the Faculty Division. Others are on professional development rotational positions in other divisions, or on detail or fellowship assignments in the Pentagon or on Capitol Hill.

Deputy Secretary of Defense David Packard, in founding DSMC in 1971, authorized 40 civilian and 24 military faculty and staff billets. The Policy Guidance Council further stated 16 were to be officers on a "stabilized tour" of three years (the latter would become the standard over time), at the O-5 level or equivalent General Schedule (GS) grade, with six years in a program management office. One student officer from each Service attending the first PMC class each fiscal year was to be selected as an instructor (faculty).

When the predecessor Defense Weapons Systems Management Center at Wright-Patterson AFB was disestablished in June 1971, a few faculty and staff members transferred to Fort Belvoir to form the new Defense Systems Management School (DSMS). Other personnel had been recruited or assigned from the Washington area. Five contract instructors and course developers were retained through 1972. By the end of 1973, DSMS instructors conducted all instruction except for two lecturers from the University of Southern California.

Justification for expanding the faculty and staff in 1975 was "...to enable the DSMS to provide for the education of more qualified individuals on an annual basis to meet the needs of the Services..." The identical rationale continued to support subsequent increases to this day. Two years later the total personnel had risen to 106, by mid-1979 to 129, and at

the end of 1981 to 169. Nearly half of those (80) were in the School of Systems Acquisition Education (SE) - the "teaching departments" - and 55 were in administration and academic support.

The College was vigilant in seeking fresh, experienced faculty to meet the teaching challenges, and frequently advertised in DoD and trade publications. In 1976, Commandant Major General John G. Albert, USAF, stated his number one priority was to continue to bring into DSMS the highest qualified faculty possible. "A DSMS instructor should not be just an individual teaching a particular area of the curriculum...but rather the smartest, most capable and experienced person within all of DoD in his/her particular specialty." He asked for assistance in recruiting this type of person from government or industry.

The number of teaching and support personnel grew to 194 by early 1984, 95 of them in SE. The Commandant, Brigadier General Benjamin J. Pellegrini, USA, while encouraging faculty to hone their acquisition management knowledge and skills, obtained guaranteed reemployment rights from the Army for faculty following a tour at DSMC, and initiated a program to market faculty to potential acquisition employers.

The 1990s have seen a substantial increase in the student throughput and the number of course requirements of the Defense Acquisition Workforce Improvement Act. By 1993, the faculty had risen to 200 and the support staff to 236. Reflecting the DoD personnel downsizing trend, no new faculty have been hired since October 1992. Through attrition the total dropped dramatically to 387 faculty and staff on board today.

In addition to teaching, their primary duty, faculty are expected to consult, perform research, and publish the results of their efforts in professional

sources. To remain current in "real world" acquisition topics, they are expected to maintain close liaison with the Pentagon headquarters, Military Services, systems program offices, other acquisition workforce personnel, industry, educational institutions, and professional societies.

These requirements and expectations of the faculty have changed little since DSMC began except to become more demanding. What has changed significantly is the faculty numbers: less than 20 were on board permanently to teach the original three courses.

Faculty members titled "professor" are categorized as Excepted Service government employees, hired under Schedule A, with less than full Civil Service procedural benefits. The faculty are under three-year contracts with annual one-year extensions based on performance and College needs. Reorganization in 1991 relocated most faculty into the teaching departments. Until 1992, when the current Faculty Plan for pay and level of professorship was established, faculty were paid and graded as GS personnel. Faculty levels now are I, or entry level; II, where almost all faculty reside; and III, for those few faculty achieving the highest level in qualifications and education. Faculty level ratings are reviewed and approved by department chairs, deans, and boards of peers.

The first Dean of Faculty was Dr. Benjamin C. Rush who held the position until 1994. The current dean is Richard H. Reed. Department chairs of the Faculty Division are selected competitively by their peers and ultimately approved by the Provost and Deputy Commandant.

Maintaining the academic courses, the facilities, and the faculty are military and civilian staff personnel who provide es-

sential administrative and technical support services. As a Joint, or "purple suit" duty station, DSMC is manned by officer faculty and staff and enlisted staff from all Military Services. With our wide variety of technicians and specialists, in many respects DSMC has evolved into a self-supporting institution.

Such services include:

- administrative management support assistance to faculty deans, department chairs, course directors, and other faculty;
- audio-visual;
- printing and reproduction;
- editorial and visual arts;
- plant maintenance and repair;
- automation (electronic campus);
- protocol and scheduling;
- military and civilian personnel;
- contracting and supply; and
- secretarial and general administrative.



The late Lt Col W. Ronald Hitzelberger, USAF

Consultant David Langford and Dr. Benjamin C. Rush, Dean of Faculty



GROWTH OF DSMC FACULTY AND STAFF

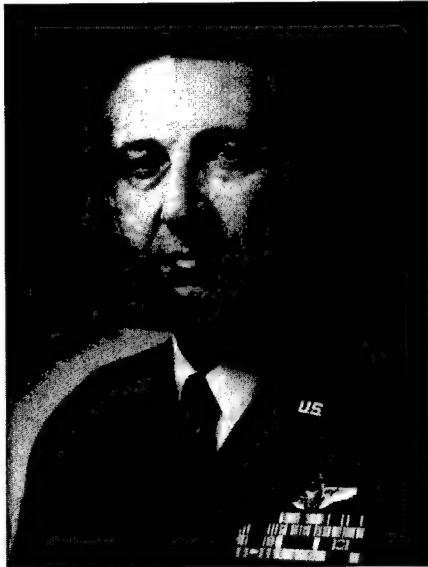
Year	Personnel
1971	64
1973	81
1975	83
1977	106
1979	129
1984	196
1987	235
1989	285
1991	363
1993	396
1995	394
Today	387



Left to right: William G. Gicking, James O. Howell, and Ruth Feltner.

Professor Emeritus Lt Col Kenneth E. Nidiffer, USAF





Col Levin W. Parker, Jr., USAF
Deputy Commandant



CAPT John R. Johnson, USN
Director, Resident School

Dr. Frederick W. Forman III
Deputy Director Resident School &
Course Director
Executive Refresher Course



PRINCIPAL FACULTY AND STAFF IN 1971-72

Office of the Commandant

BG Winfield S. Scott III, USA, Commandant
Col Levin W. Parker, Jr., USAF, Deputy Commandant
Maj Robert M. Canady, USAF, Academic Advisor

Secretariat

LTC (P) William O. Thuston, USA, Secretary
CDR Robert E. Byberg, USN, Assistant Secretary for Administration
LTC Edwin R. Levine, USA, Assistant Secretary for Support Services
William G. Gicking, Registrar
Patricia H. Gipe, Librarian
James O. Howell, Chief, Audio-Visual/Photo & Graphics

Resident School

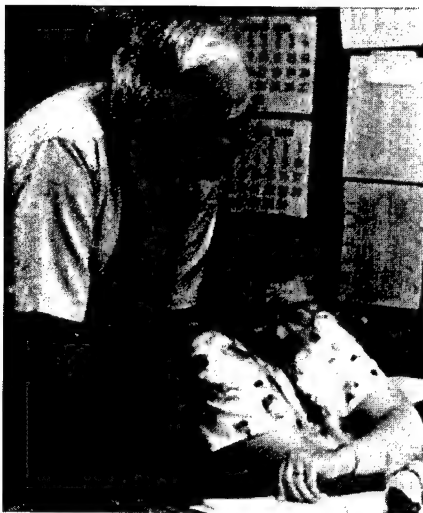
CAPT John R. Johnson, USN, Director
Dr. Frederick W. Forman III, Deputy Director & Course Director,
Executive Refresher Course
J. Stanley Baumgartner, Course Director, C/SCSC Course
Dr. Daniel P. Boyd, Course Director, Program Management Course

Other Faculty

Dr. George R. Allen
LTC (P) James R. Butterworth, USA
Dr. George K. Chacko (Contract, University of Southern California)
William H. Cullin
Albert G. Dancy (Contract, University of Southern California)
CDR Edwin H. Grant, Jr., USN
Dr. Donald W. Hurta
Roger G. Klungle
Maj Gen Andrew S. Low, USAF (Ret) (Contract, University of Southern
California)
Richard K. McIntosh
Arnold G. McManamon
Albert E. Moore
Dr. Andrew P. Mosier
Sterling E. Purnell
John T. Shepherd
Jonathan F. Swain
MAJ John N. Taylor, USA
Dr. Erik K. Winslow
Maj Frederick B. Wynn, USAF

Directorate of Research and Curricula

Thomas F. Keegan, Jr., Director



William G. Gicking and Anne Pearson



(Seated) Marie E. Becherer (l) and Anne Pearson (r); (standing) Blanche M. Shiflett (l), Gary P. Belcher (c) and Ruth Watson (r)

Dr. Andrew P. Mosier



Department of Computer Systems & Simulation

LTC Thomas C. Brown, Jr., USAF, Ph.D., Director

Edwin F. Rappe, Deputy Director (Acting)

Gary P. Belcher

Maj David F. Dianich, USAF, D.B.A.

Edward J. Specca

Department of Plans & Programs

Thomas F. Keegan, Jr., Director

CDR Timothy K. Hall, USN

MAJ Garth H. Payne, Jr., USA

Maj Lee S. Jackson, USAF

Department of Publications & Editing

Sidney A. Knutson, Director

MAJ David T. Whatley, USA, Deputy Director

Murray Summers



Sidney A. Knutson (left), Sgt Gregory T. Caruth, USAF (center), and SP5 Larry J. Grant, USA (right), Department of Publications & Editing



Dr. Donald W. Hurta, William H. Cullen, and CDR Edwin H. Grant, USN

Faculty circa 1975





DSMS Faculty Photo, 1971. The Commandant, BG Winfield S. Scott III, USA, is fourth from the left, front row.

...I believe we have made significant improvements in Department of Defense management and in our weapons system acquisition policies.... We have first made a real improvement in the procedure for selecting and training our project managers. The Defense Systems Management School is established and has graduated its first class.

— Melvin R. Laird, Secretary of Defense, before the Senate Armed Services Committee, 17 February 1972

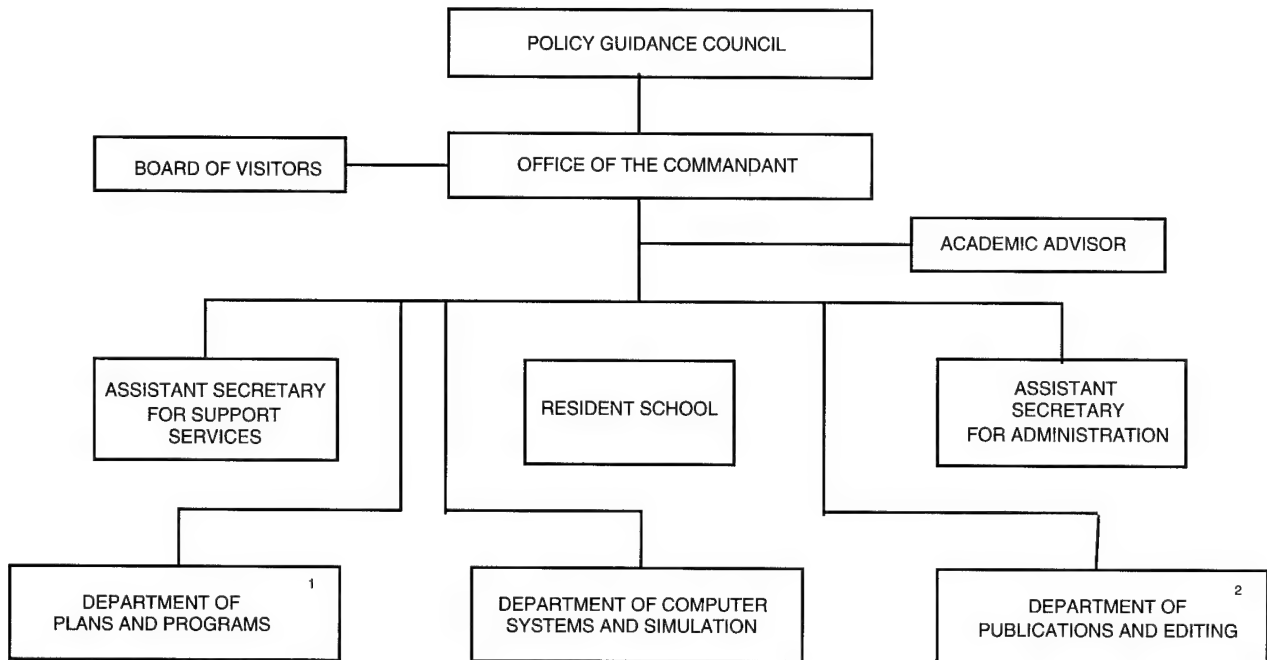
SENIOR CHIEF PETTY OFFICER BRUCE BLANCHARD WAS BACKBONE OF DSMC'S FIRST SEVEN YEARS

Navy Senior Chief Yeoman Bruce Blanchard, the senior DSMC enlisted staff member within the original cadre, retired in May 1978 after a 30-year career. His leadership, tact, initiative, acumen, and personnel management and organizational ability helped DSMC survive and grow during the early years.

Chief Yeoman Bruce Blanchard, USN



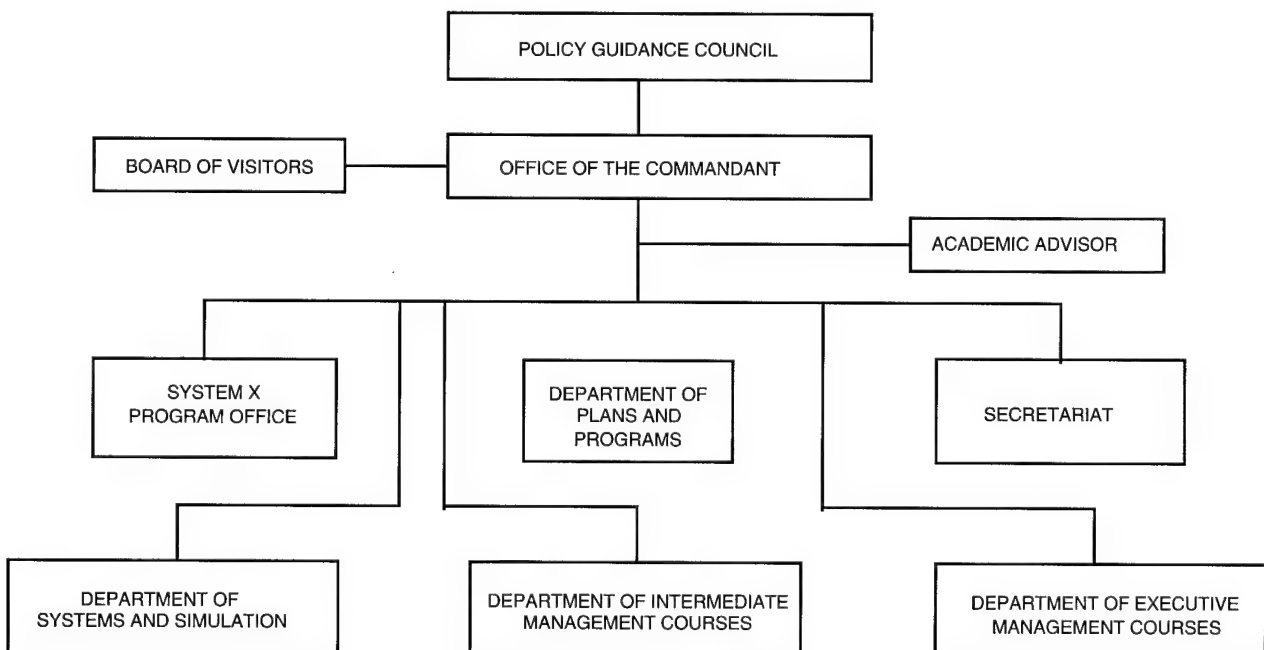
DSMS 1971



¹ Formerly Directorate of Research and Curriculum

² Formerly School of Extension Courses

DSMS 1976





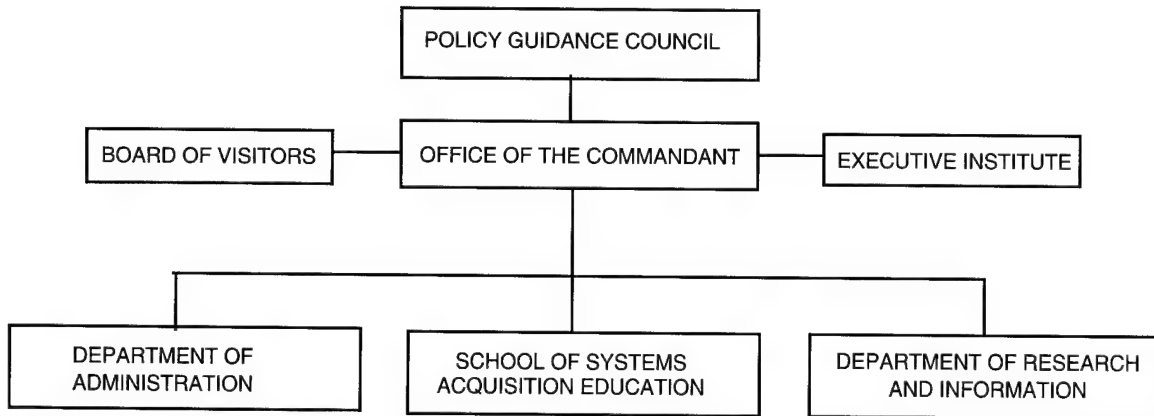
DSMS Staff Photo 1974 in front of Building 202. Lee Coble, second from left in second row, retired in 1996.

Secretary [of Defense James] Schlesinger and I support the need for education and experience for project managers. We strongly believe in the education program here at the Defense Systems Management School and we support it....When all our future senior project managers are graduates of this school, and when they have

been selected and promoted based on demonstrated performance, material acquisition management within the Department will then have made a quantum jump from what it is today.

– William P. Clements, Jr.,
Deputy Secretary of Defense, at
DSMS, 1974

DSMC 1981



DSMS Staff Photo, 1975.





DSMC Staff Photo, 1978.

The Air Force fully supports the thorough preparation of program managers, and we believe the Defense Systems Management School represents an important asset for accomplishing this objective.

— John L. McLucas, Secretary of the Air Force, at DSMS, 1974

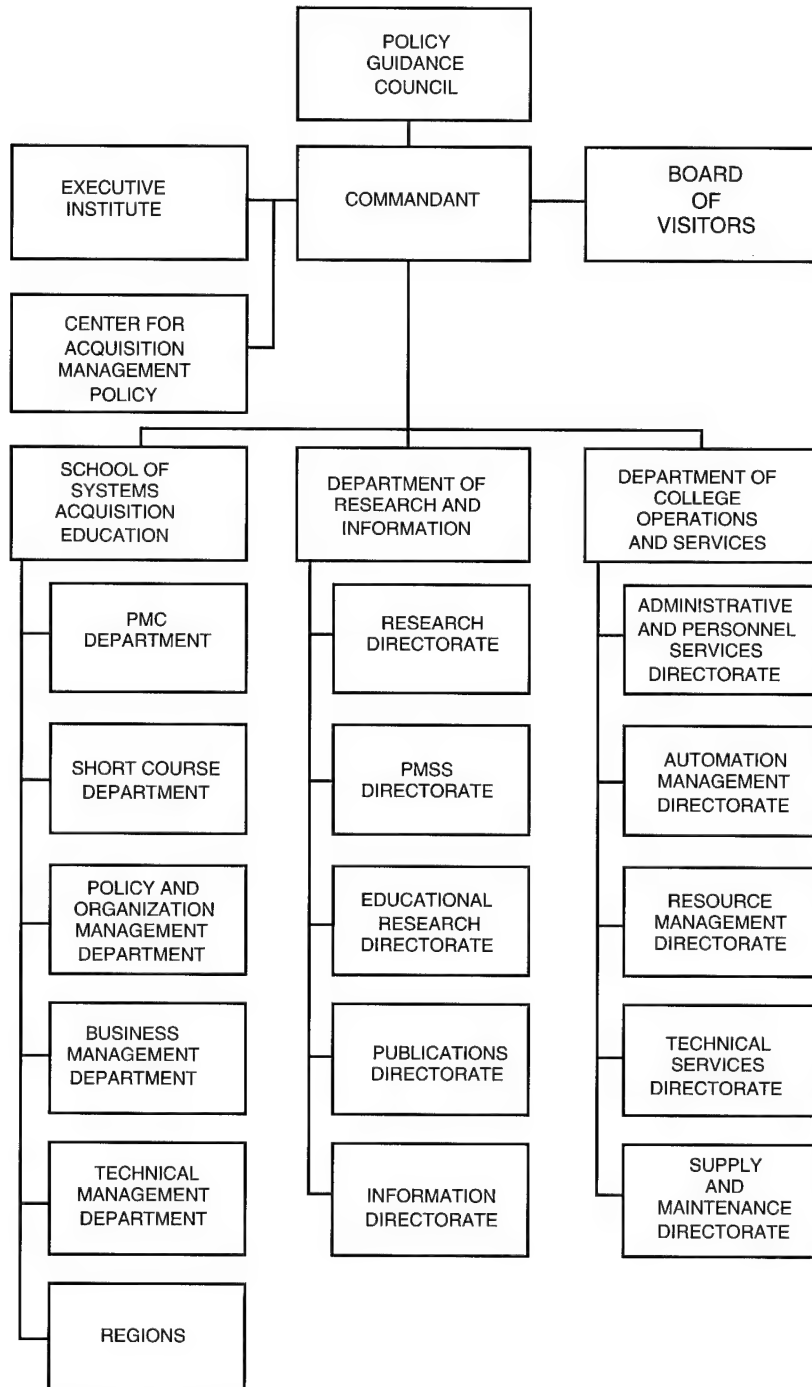
Division of College Administration and Services employees attending a "DCAS All Hands." From left: LCDR Jill V. Garzone, USN, Patricia A. Wright, Carolyn S. Miller, Gregory T. Caruth, Maxine Arcieri, Catherine A. Pearson and Renita K. Janes.



COL Charles E. Fields, USA



DSMC 1987



NOW IT'S A COLLEGE!



DSMC Faculty and Staff, 1981. Commandant Brig Gen William E. Thurman, USAF, is fifth from right in front row.

The first 10 years has been a great experience for the College. There is no question whatsoever that we have made enormous progress, and I would forecast for you that it's only a beginning....[DSMC] has the direct responsibility for establishment in the minds of our project managers a true sense of accountability....As we acquire through the College the sense of prestige, excellence, and quality and stature within the services...we will have accomplished our mission.

— William P. Clements, Jr., Governor of Texas; former Deputy Secretary of Defense, at the DSMC 10th Anniversary, 1981

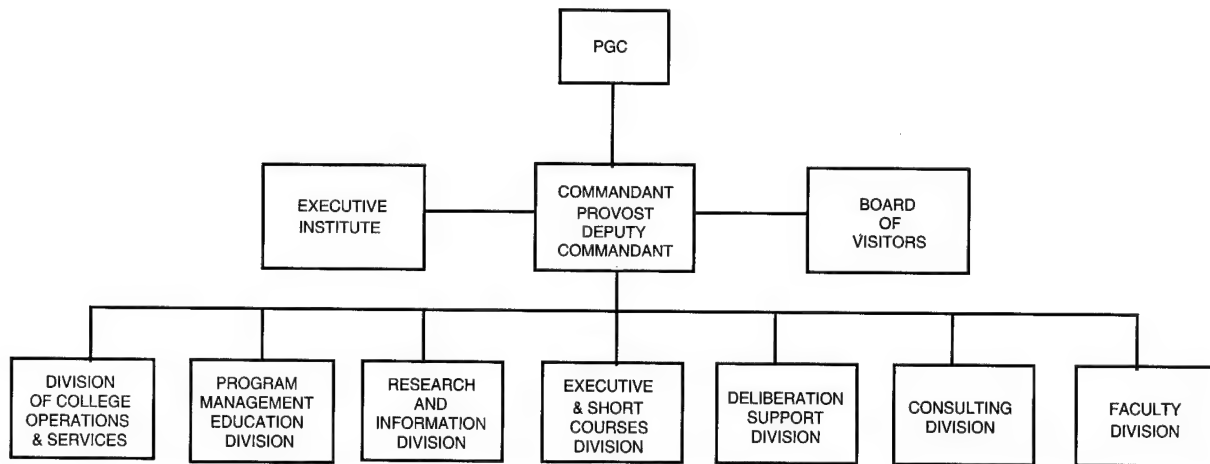
FACULTY DEGREES FROM DIVERSE INSTITUTIONS

In 1980, the 54 DSMC faculty members had been awarded 57 baccalaureate degrees, 54 masters degrees and nine doctorate or other terminal degrees (120 total). The George Washington University had awarded 12 advanced degrees. The Military and Naval Academies had awarded the most baccalaureate degrees, five each. Fifty-eight U.S. and two European colleges and universities had awarded degrees.

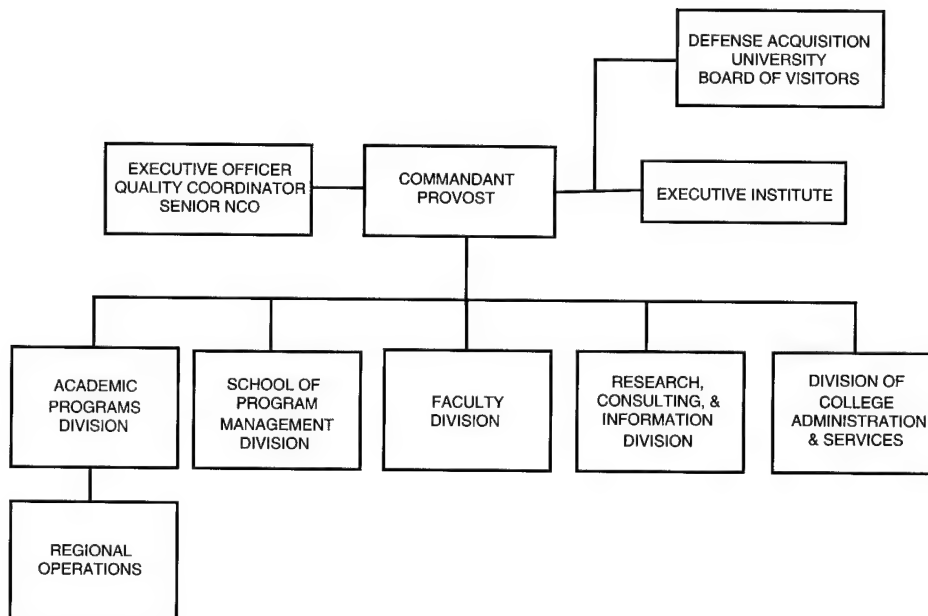
FUNCTIONAL COURSE MODULAR PACKAGES SUCCESSFUL IN 1980S

The College in 1983 introduced three new functional course modular packages which essentially addressed all major acquisition disciplines and issues and encompassed the objectives of all the short courses. The three-week course packages were the Policy and Organizational Management Course, the Business Management Course, and the Technical Management Course. These popular courses were offered for several years until being broken down into shorter, more specialized functional courses.

DSMC 1992



DSMC 1996



THE DSMC COMMANDANTS

Brigadier General Winfield S. Scott III, USA
1 February 1971 to 10 July 1974

Major General John G. Albert, USAF
10 July 1974 to 30 June 1977

Rear Admiral Rowland G. Freeman III, USN
30 June 1977 to 23 April 1979

Colonel John B. Hanby, Jr., USA
23 April 1979 to 31 July 1979

Brigadier General William E. Thurman, USAF
31 July 1979 to 15 November 1981

Brigadier General Benjamin J. Pellegrini, USA
8 January 1982 to 31 January 1984

Colonel Thomas V. Forburger, USA
31 January 1984 to 12 April 1984

Rear Admiral Roger D. Johnson, USN
12 April 1984 to 27 September 1985

Brigadier General Charles P. Cabell, Jr., USAF
27 September 1985 to 29 April 1988

Major General Lynn H. Stevens, USA
29 April 1988 to 26 July 1991

Rear Admiral William L. Vincent, USN
26 July 1991 to 25 March 1993

Brigadier General Claude M. Bolton, Jr., USAF
25 March 1993 to 28 March 1996

Brigadier General Richard A. Black, USA
28 March 1996 - Present



Brig Gen Charles P. Cabell, Jr., USAF, and Paulette Langlas



MG Lynn H. Stevens, USA; Robert B. Costello, Under Secretary of Defense (Acquisition); and Brig Gen Charles P. Cabell, Jr., USAF, cut the cake at the Cabell/Stevens Change of Command, April 1988.

Scott/Albert Change of Command
10 July 1974





Conrad D. Babb
John H. Richardson Chair

THE DSMC EXECUTIVE INSTITUTE

The present DSMC Executive Institute (EI) began in 1979 when Commandant Brigadier General William E. Thurman, USAF, established an endowed academic chair to be occupied by a senior-level defense industry executive. The executive, chosen by the National Security Industrial Association, would occupy the chair for a year or longer as agreed.

Named after the first Secretary of Defense, James V. Forrestal, the industry chair was first occupied by a retired General Electric Company executive, Mr. Charles W. George. The next year, DSMC endowed a chair for the Office of the Secretary of Defense, filled by Mr. John B. Walsh, and the Army, Navy, and Air Force each agreed to assign a senior executive service acquisition official as chairs.

Collectively titled the Executive Institute, the purpose of the chairs was to add breadth, depth, and perspective to DSMC programs. To support the curriculum, members have served as mentors to the faculty, staff, and students; classroom lecturers and facilitators, briefing evaluators, subject matter experts; and liaison with their Services and organizations to arrange special presentations. Their advisory and "kitchen cabinet" relationships to Commandants, their service on DoD study groups, and their contacts with industry and senior defense officials as representatives of the Commandant have been of great value to the College.

In speaking of the long-standing working relationship between DSMC and industry, the American Defense Preparedness Association President, Lieutenant General Lawrence F. Skibbie, USA (Ret), in 1996 said the "most significant in our joint history is the cooperative opportunities afforded while maintaining the Industry Chair at the College - a hallmark of industry-government teamwork. This Chair has brought the flavor and attitude of an experienced industry executive to the College to assist in educating both faculty and students. It is only through understandings such as this that we can achieve the professional government-industry relationship of our goals."

The two former industry chairs are now called the Forrestal-Richardson Memorial Chair. The incumbent is George K. Krikorian, formerly president of CACI International, Inc., and previously with VITRO Corporation for 30 years.

Commandants later added chairs for specified terms representing the Office of Federal Procurement Policy, the Defense Logistics Agency, and other defense organizations. The EI also includes Visiting Professors who provide the Commandant a body of expertise to investigate areas of concern and to recommend policy or process changes.

Left to Right: Laurence G. Kohler, former Defense Logistics Agency Chair; Gibson G. LeBoeuf, George K. Krikorian, and Thomas J. Dolan, Jr.

The late Edward J. Trusela
Air Force Chair





Gregory T. Wierzbicki
Systems Management Chair

Present EI chair incumbents in addition to Mr. Krikorian are Senior Executive Service members Gibson G. LeBoeuf, holder of the Navy Chair; Benedict A. "Tony" Kausal, holder of the Air Force Chair; and Gregory T. Wierzbicki, holder of the Systems Management Chair; and Visiting Professors Dr. J. Ronald Fox, Dr. Walter B. LaBerge, John J. Welch, Jr., and Thomas J. Dolan, Jr. The Army and Defense Logistics Agency chairs are vacant.

Mr. LeBoeuf previously was a Senior Fellow in the United States Senate, and with the Navy's Trident Ballistic Missile Submarine program. Mr. Kausal is the former Competition Advocate General for the Air Force. Mr. Wierzbicki is a former DSMC Provost and Deputy Commandant. Dr. Fox is a Professor Emeritus at the Harvard Business School, and formerly Assistant Secretary of the Army for Procurement and Contracting. Dr. LaBerge is a visiting professor at the University of Texas at Austin, and formerly was Assistant Secretary of the Army and Air Force and Lockheed vice president for corporate operations. Mr. Welsh was the Senior Acquisition Executive for the Air Force. Mr. Dolan, a former DSMC Acquisition Law Chair, headed a task force during the Section 800 Panel acquisition law review.



Joseph N. Shrader
Navy Chair

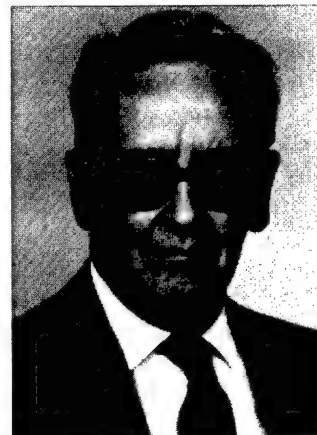


William L. Clark
James Forrestal Memorial Industry
Chair

Dr. J. Ronald Fox
Visiting Professor

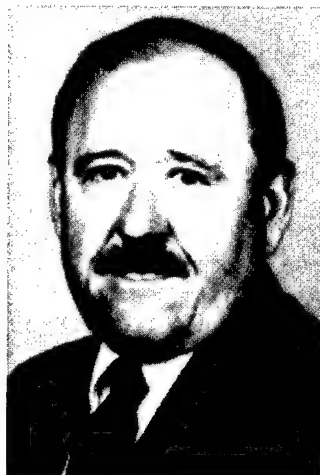


David Westermann
James Forrestal Memorial Industry
Chair





*Robert W. Crittenden
Acquisition Personnel
Policy Chair*



*Gary E. Tagtmeyer
Army Chair*



*Joann H. Langston
Army Chair*



*John J. Welch, Jr.
Visiting Professor*



*Gerald E. Keightley
Navy Chair*



*Honorable Gerald A. Cann
Visiting Professor*

The value of the Defense Systems Management College increases every year, and we are only starting to fully recognize that DSMC's value is far greater than that of merely teaching acquisition. Congratulations to everyone at DSMC on your 25th Anniversary. May you continue to serve for many more!

*– Vice Admiral W. C. Bowes,
USN, Principal Deputy Assistant
Secretary of the Navy (Research,
Development and Acquisition), 1996*



Seated from left: Colonel (P) Claude M. Bolton, Jr., USAF, Commandant; Robert Spillane, Superintendent, Fairfax County Public Schools; and Armand Sebastianelli, Principal, Bryant Alternative School; with student (standing).



Bruce Warner, Automation Department, talks to Bryant Adult Alternative School students.



Vera Watkins and Ellen Davidson

Michelle McDonald



DSMC "FAMILY" ACTS AS COMMUNITY "GOOD NEIGHBOR"

While anticipating and meeting accelerating customer needs over the years, the DSMC "family" still have found time to devote to community and "good-neighbor" activities. In what has been almost an annual necessity, DSMC people have held numerous in-house fundraisers, such as fairs and cookouts, for emergency relief to areas battered by weather or other tragedies. These included relief for victims of the Oklahoma City bombing, Los Angeles earthquake, and killer hurricanes.

Beginning in 1993, DSMC "adopted" the nearby Bryant Adult Alternative School by entering into the Partners in Education Program with Fairfax County, Virginia, public schools. The program provides an opportunity for DSMC faculty and staff to assist Bryant teachers and students in or outside the classroom as tutors, mentors, and guest speakers. Students "job shadow" DSMC employees at work. The DSMC-adopted students, ranging in age from 17-23, dropped out of high school but later realized the importance of a diploma, and have pursued its requirements through Bryant.

For nearly five years, DSMC has been involved with the same school system and the Pulley Vocational School providing part-time volunteer employment during the school year. They have worked in the library and civilian personnel, visual arts, and reproduction departments. We currently have four such volunteers.

Since 1987, DSMC people have hosted an annual Easter egg hunt for exceptional children, ages 3 to 10, recommended by the Fort Belvoir Army Community Services office. The College personnel raise money (in 1995 more than \$2,000) to provide food, drink, fun and games, and Easter baskets, and of course, supplies the Easter Bunny himself, whose appearance is the event's highlight.

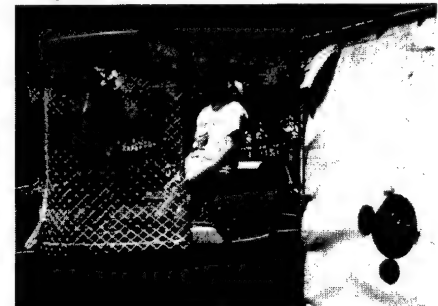
For the past five years, DSMC has worked with the Fairfax County Department of Rehabilitation Services to recruit and accept for volunteer employment disabled persons who are not in school or otherwise employed. These persons work at DSMC either part- or full-time to gain worthwhile work experience to enable them to secure a position with business or government. The College hired two through this program, and others have gone on to paying positions elsewhere. The College also participated with Fairfax County in the Job Opportunities and Basic Skills Training Program (JOBS), the centerpiece of the Family Support Act of 1988. The goal was to find volunteer jobs for individuals receiving welfare to encourage them to leave the welfare rolls ultimately.

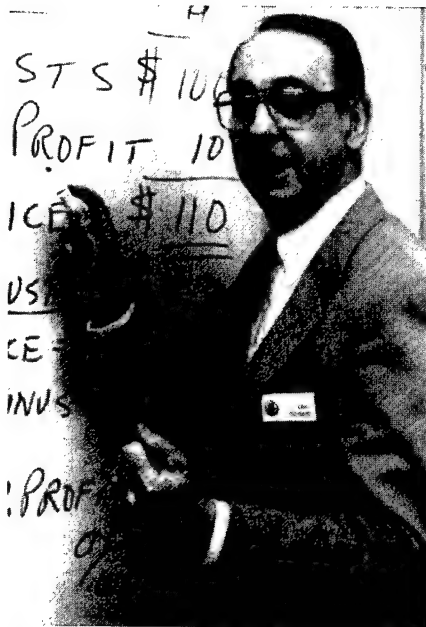
The College also participates in other national or local awareness-type activities such as the "Bring Your Daughter to Work Day" each April. Cathy Pearson of DSMC's civilian personnel office has been most instrumental in coordinating many of our "good-neighbor" activities.

David Scibetta as "Mr. Rabbit"



Gregory Caruth in the dunk tank





Professor Gary L. Richard



Professors Mary E. (Lynne) Dellinger and John J. Riffie

Professor Frank T. Meneely



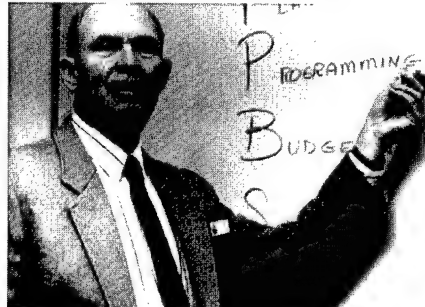
CIVILIAN FACULTY 1996

James W. Abellera
 Dr. James R. Ainsley
 Dr. Henry C. Alberts
 Paul A. Alfieri
 Frederick L. Ayer
 William W. Bahnmaier
 Lawrence I. Baker
 Paul O. Ballou, Jr.
 Dr. Alan W. Beck
 Robert J. Bohls
 Calvin Brown
 Dr. Robert F. Burnes
 Robert D. Carlson
 Jack D. Cash
 Daniel B. Chapla
 John D. Claxton
 Charles B. Cochran
 Daniel S. Costello
 Jesse E. Cox
 Stanley J. Crognale
 Donald W. DeCoursey
 Mary E. Dellinger
 James H. Dobbins
 Joseph A. Drelicharz
 John L. Dwyer
 William A. Erie
 William R. Fournier
 Donald M. Freedman
 Dr. Franz A. P. Frisch
 Dr. Donald S. Fujii
 Dr. Owen C. Gadeken
 Andrea M. Garcia
 Kenneth M. S. Gillespie



Professor William T. Motley

Professor J. Gerald (Gerry) Land



Professor Stanley J. Crognale, Jr., center, and Jan (Mitchell) Wilson





Professor Paul A. Alfieri



Professor Sharon O. Richardson

*Dr. Jay W. Gould III
 Gary J. Hagan
 Dr. Mary-jo Hall
 John C. Hamel
 Beryl A. Harman
 Dr. Julius Hein
 John H. Hickok
 Edward Hirsch
 R. Donald Hood
 Phillip J. Hornick
 Sherwin J. Jacobson
 Wilbur D. Jones, Jr.
 B. A. (Tony) Kausal IV
 Kenneth L. Kladiwa
 Michael G. Krause
 Richard W. Kwatnoski
 J. Gerald Land
 Gibson G. LeBoeuf
 John F. Leonard
 Robert H. Lightsey
 Dr. Craig L. Lush
 John E. Lynn
 Joel M. Manary
 Frederick J. Manzer
 Norman A. McDaniel
 John P. McGovern
 William M. McGovern
 Paul J. McIlvaine
 Paul T. McMahon
 Michael L. Mears
 Frank T. Meneely
 George S. Merchant
 William T. Motley
 Damond L. Osterhus*



Professor Kenneth M. S. (Steve) Gillespie



Professor John R. Snoderly and Magda Sweede

*Lt Col Robert Ivanisek, USAF, and Dr.
 Anthony A. Scafati*

*Sharon A. Boyd, Col Joseph A. LaMarca,
 USAF, and Professor Anthony J. (Tony)
 Rymiszewski*



Professor Daniel B. Chapla





Professor Frances M. Valore



Professors Ernst P. (Pete) Vollmer and
LtCol Kurt Dieterle, USMC



Laura DeChants, Professor Joseph H.
Schmoll and Christine Royer

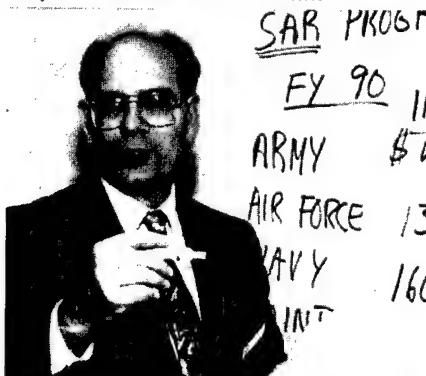


Professor James S. Sheldon

Professor R. Donald Hood

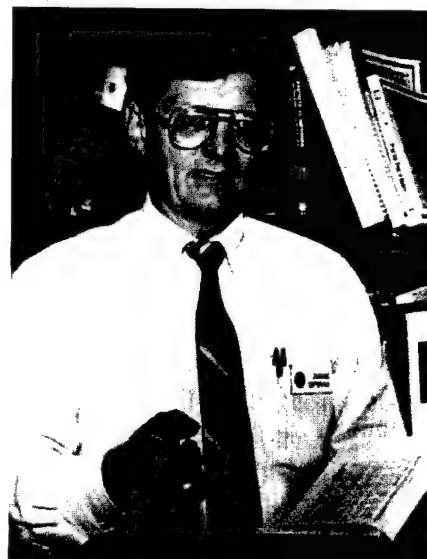


Professor Walter G. Weedman



Molly V. Parker
George H. Perino
Dr. James E. Price
George J. Prosnik
Richard H. Reed
Raymond W. Reig
Gary L. Richard
Sharon O. Richardson
John J. Riffie
Daniel G. Robinson
Bernard H. Rudwick
Dr. Benjamin C. Rush
Anthony J. Rymiszewski
Paul Sabina
Dr. Anthony A. Scafati
Joseph H. Schmoll
John T. Shannon
Paul V. Shebalin
James S. Sheldon
Thomas I. Siemsen
Randall K. Smith
John R. Snoderly
Jesse J. Stewart
Richard A. Stillman
Robert H. Stryjewski
Wilson Summers IV
Siobhan Tack
Robert L. Tate
Frances M. Valore
Ernst P. Vollmer
Dr. Robert A. Warren
Walter G. Weedman
Gregory T. Wierzbicki
Larry W. Zimmer
Randy C. Zittel

Professor Damond L. Osterhus



MILITARY FACULTY 1996

LTC James Adams	A	Lt Col David Schmitz	AF
Maj Charles K. Banning	AF	LTC Arthur Shemwell	A
Lt Col Russell C. Barbero	AF	Lt Col Daniel J. Simek	AF
Maj Russell S. Barker	AF	Lt Col Peggy O. Simek	AF
Lt Col Joseph E. Bond	AF	Lt Col Robert B. Spangler	AF
Col Samuel D. Brown, Jr.	AF	Maj William Swank	AF
CAPT Daniel E. Brown	N	Lt Col Robert J. Traube, Jr.	AF
CDR Richard L. Cernohorsky	N	Maj Robert L. Tremaine	AF
LTC Robert L. Coxe	A	CDR William H. Vaughan	N
Maj James L. Craig	AF	Lt Col Wayd R. Weber	AF
CDR Patrick F. Cromar	N	LTC Bruce L. Weyrick	A
Lt Col Lawrence Damman	AF	Capt Dennis B. Wilder, Jr.	AF
CDR Arthur F. Dehnz	N	LTC Anthony Wiley	A
Maj Michael W. Denny	AF	LTC Randall Withrow	A
Lt Col Barry A. Eller	AF	Lt Col Fred A. Yarborough, Jr.	AF
LTC Thomas R. Evans	A	LtCol Philip A. Young	MC
Lt Col Mark E. Fantasia	AF		
Lt Col Carlos C. Galvan	AF		
Lt Col Reginald A. Goodman	AF		
CDR James E. Grayson	N		
Lt Col Arthur C. Greenlee	AF		
LTC Larry Groome	A		
CDR Julian L. Hart	N		
Lt Col Robert B. Hartzell	AF		
Lt Col Larry Heller	AF		
Lt Col John Horn	AF		
LTC James M. Huskins	A		
LTC Orlando J. Illi, Jr.	A		
CDR Dale R. Immel	N		
Lt Col Philip A. Irish III	AF		
Capt Dale A. Jackman	AF		
Lt Col Paul P. Jacobs, Jr.	AF		
LTC Edward D. Jones	A		
CDR James R. Keim	N		
CDR Brian A. Kelmar	N		
Lt Col Alan Lachel	AF		
Lt Col Edward B. Levy	AF		
CDR Leroy E. Madsen	N		
Lt Col William P. McNally	AF		
Lt Col David W. R. Melton	AF		
Lt Col George A. Noyes III	AF		
Lt Col Karen Osborn	AF		
LTC Robert Otlowski, Jr.	A		
Lt Col Ronald V. Phillips	AF		
LtCol Dimas Pinzon, Jr.	MC		
LTC Gloria J. Raven	A		
CDR Ellen S. Rosenthal	N		
Maj Christopher P. Russick	AF		
Lt Col Bernard J. Scalise	AF		



Lt Col Lawrence Dammon, USAF



Left: Lt Col David W. R. Melton, USAF



Far left (standing), LTC James M. Huskins, USA, and far right (standing), James L. Craig, Jr.

Professors John Claxton, Lt Col Carlos Galvan, USAF, and Sherwin Jacobson





Meg Weaver, COL William E. Knight, USA, and David L. Scibetta



Sharon Boyd and Lisa Hicks with APMC students.

LOUIS JONES IS DSMC'S LONGEST-SERVING EMPLOYEE

Louis "Lou" Jones, Automation Department, is the longest continually serving member of the DSMC family. Lou joined the staff in 1974.



CIVILIAN STAFF 1996

William P. Adams, Jr.

Rosa G. Alicea

H. Maxine Arcieri

Kimberly M. Attaway

Janice M. Baker

Myrna J. Bass

Norene L. Blanch

Michael L. Blevins

Eduard H. Boyd

Sharon A. Boyd

Margaret A. Brown

Florence E. Brueser

Michelle L. Buel

Peggy A. Burley

Cynthia Y. Burns

Deborah Byrne

Mary E. Capozzi

Gregory T. Caruth

Clyde A. Clark

Jane L. Cohen

Alan D. Cox

Paula L. Croisietiere

Peggy L. Dacey

Ellen K. Davidson

Terry D. Davis

Laura J. DeChants

Edward J. Dimler

Margaret F. Dufer

Mary A. Easter

Jeanne F. Elmore

Shelley L. Fink

Ruben Fonseca-Torres

Linda Garnish

Lisa R. George

Debra Golden

Milagros V. Gonzales

Deborah L. Gonzalez

Roy T. Green

Carole J. Hall

Sandra K. Hall

Nancy G. Hall

Helen H. Haltzel

Willie M. Haskell

Kendra E. Haugen

James J. Herzog, Jr.

Sylvia N. Hickman

Paula Croisietiere and Richard Mattox



Myrna Bass and Bobbie McGinnis





Joyce Reniere



Dee Vines, Ramona Lemelin, Jane Turner and Susie Moss



Meg Weaver, Dr. Donald S. Fujii and Ellen Davidson

Janet Vincent and Dee Roberts



Lisa A. Hicks
 Warren Hills III
 Gary T. Hitt
 Gloria K. Holland
 Thelma N. Jackson
 Renita K. Janes
 Joanna Jerrell
 Christopher J. Johnson
 Collie J. Johnson
 Tammy C. Johnson
 Louis F. Jones
 Doreen Jurgielewicz
 Johnnie M. Kennedy
 Michael M. King
 Brian G. Knighton
 Genie M. Kristobek
 Alberta M. Ladymon
 Mary R. Lane
 Paulette A. Langlas
 James W. Leaf
 Suzanne L. Leaf
 Ramona A. Lemelin
 Mark Lewis

Ursula C. Lilliman
 Linda D. Lipscomb
 Jeanette M. Madrid
 Cynthia K. Marcott
 Victor M. Marshall
 Richard A. Mattox
 Kristine L. Mazzotta
 Kelly R. McCraney
 Michelle M. McDonald
 Elaine McQueeney
 Carolyn S. Miller
 Marion R. Miller
 Jacquelyn Mills
 Jeanette L. Montoya
 Sharon A. Moore
 Carie Morrison
 Susie M. Moss
 Helena V. L. Myers
 Jerrel R. Nalley
 Sylvia Nance
 Cheryl R. Peade
 Catherine A. Pearson
 Connie Pettis

William Adams and Vera Watkins



Kathy Smith and Elaine McQueeney





LTC George Noyes, USA, Tina Richards, and Linda Stiltner



Johnnie Kennedy



Faye Dufer and Dr. Walter LaBerge

LTC Al Kimball, USA, Jeannine Sokolowski, and Pat Ward



*Laura J. Pfitzner
 Mark E. Porter
 Patricia S. Predith
 Louis M. Rager
 Dorothy L. Reago
 Karla J. Reed
 Diane M. Reid
 Donna Reid
 Joyce C. Reniere
 Tina M. Richards
 Robert L. Riley
 Toni Rizzo
 Lily D. Roberts
 Tina Marie Rodgers
 Cheryl D. Rothlisberger
 Christine A. Royer
 Joan L. Sable
 Francis N. Scavotto
 David L. Scibetta
 Ceary J. Shepard
 Christina C. Shinn
 Carrie L. Simpson
 Carolyn M. Sliger
 Katherine A. Smith*

*Jeannine C. Sokolowski
 Kathryn E. Sondheimer
 Jennie V. Sorensen
 Robin D. Stephens
 Linda C. Stiltner
 Angel S. Sullivan
 Karen H. Teeple
 Bettina A. Thomas
 Maryellen Tipper
 Jeffrey H. Turner
 David M. Vanhouse
 Cheryl H. Viani
 Karren I. Villahermosa
 Janet E. Vincent
 Delores T. Vines
 Shannon M. Walter-Saville
 Patricia T. Ward
 Bruce N. Warner
 Vera E. Watkins
 Margaret A. Weaver
 Eleanor M. Williams
 Jan D. Wilson
 James K. Wittmeyer
 Patricia A. Wright*

Robert Riley and Michael Blevins



Frank Scavotto and Jennie Sorensen



MILITARY STAFF 1996

SFC Francis M. Battle	A
SFC James L. Buffin	A
YN1 Nilsa C. Carrasquillo-Swift	N
CPT Richard W. Cleveland, Jr.	A
SSgt Phillip E. Copeland	AF
LTC Lawrence Doton	A
MSgt Fredrick Edelkamp	AF
SSgt Stephen A. Elias	AF
Sgt Carl D. Fogle	AF
AWCS Douglas J. Frenz	N
LCDR Jill C. Garzone	N
SrA Gerald Gilchrist	AF
SGT Harold Grammer	A
LI2 Anthony Hubbard	N
SSG Hildred T. Jarrett	A
COL William E. Knight	A
SFC McKinley D. Lewis	A
LTC Terry A. Love	A
LTC John D. Mahony	A
SSG Pamela S. Milliner-Williams	A
SSG Julia R. Mitchell	A
SPC Alvin A. Moore	A
MSgt Apolino Nerio	AF
IC2 Bryan E. Noble	N
SGT Linda A. Olds	A
LI2 Rinaldo Perez	N
LTC Patricia E. Pippin-Lane	A
SGT Kevin S. H. Prude	A
MSgt Reginald Ramsey	AF
IC2 Chanelle Y. Ratliff	N
LI Edward J. Richter	N
SSG Michael Scott	A
LI3 Dustin D. Sell	N
SGT Tyree Stanford	A
SFC Randolph Starks	A
SrA Derek A. Stephenson	AF
LI1 Andrew Stowell	N
LI1 Russell A. Sumner	N
SGT Richard W. Vigue	A
SSG Delores West	A

SFC McKinley D. Lewis, USA and Brig Gen Claude M. Bolton, Jr., USAF



ENLISTED PERSONS OF THE YEAR 1984-1995

The College recognizes the outstanding performance of enlisted personnel by selecting an Enlisted Person of the Year. They are as follows:

1984 - PHAA John A. Chapman, USN
 1985 - SSgt Joe C. Pacheco, USAF
 1986 - LI3 Ronald Richley, USN
 1987 - LI2 Nancy L. Pellicer, USN
 1988 - SP4 Charles J. Kudlacz, USA
 1989 - SSG Ben A. Lewis, USA
 1990 - SFC Eduard H. Boyd, USA
 1991 - SSG Joseph O'Neal, Jr., USA
 1992 - TSgt Venetia "Bo" Shaw, USAF
 1993 - SSG Della T. Williams, USA
 1994 - IC2 David A. Jopson, USN
 1995 - SSgt David M. Stone, USAF



SGT Tyree Stanford, USA, SSG Julia R. Mitchell, USA and SSgt Stephen A. Elias, USAF, filming on the DSMC campus



SSgt David M. Stone, USAF, 1995 Enlisted Person of the Year



SFC Frances M. Battle, USA and SSgt Phillip E. Copeland, USAF, assist with the in-processing of APMC students.

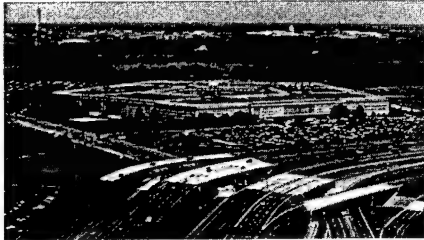
Earning money for the 25th Anniversary celebration with a car wash. SGT Michael Scott, USA, Victor Marshall, and CPT Diggs Cleveland, USA.



Secretary of Defense Casper W. Weinberger is accompanied by Commandant, Brig Gen Charles A. Cabell, USAF, to the graduation of Program Management Class 87-1.



PROXIMITY TO THE PENTAGON: DISTINGUISHED SPEAKERS AND OTHER VISITORS



The Pentagon



Honorable John Douglass, Assistant Secretary of the Navy (Research, Development and Acquisition), the first PMC graduate to become a Service Acquisition Executive, 1996

Honorable Norman R. Augustine, Chairman and CEO Lockheed-Martin Corporation, 1976

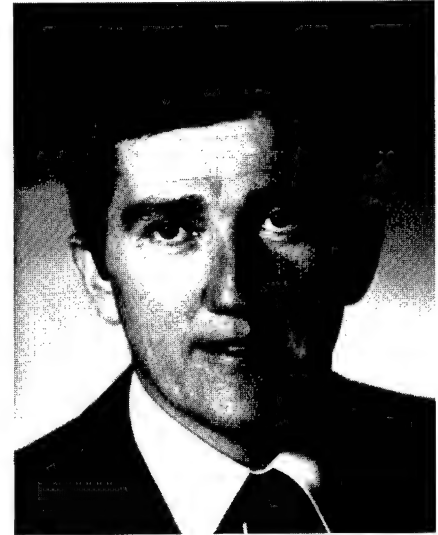


A principal feature considered when locating DSMC at Fort Belvoir was its proximity (20 miles) to the Pentagon. During the 1971 opening ceremonies, DSMC founder and Deputy Secretary of Defense David Packard remarked, "We want this school to be located in the Washington area where it can both have an influence on and be influenced by the high level people and policies of the Department."

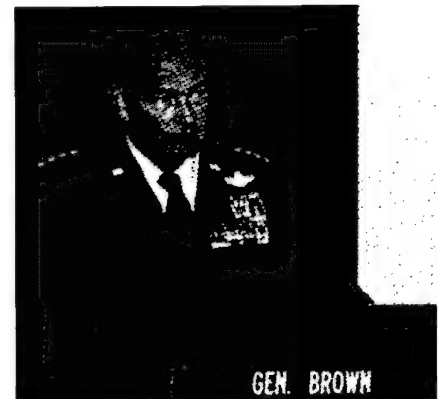
Thus the institution has been close enough to allow faculty to remain current through frequent contact with major policy and decision makers. It has allowed Pentagon officials to enrich learning and participate in student and faculty activities as guest speakers and through other campus visits at minimal cost to the government. Many observers have likened DSMC to a small Ivy League college where quality education is offered in a demanding yet comfortable environment.

Over the years, our distinguished guest speakers and visitors have played an important part in making DSMC the Mecca of logic and practicality in the study of defense acquisition, as well as a principal innovator for improving the

Gen Lawrence A. Skantze, USAF Commander, Air Force Systems Command, 1983

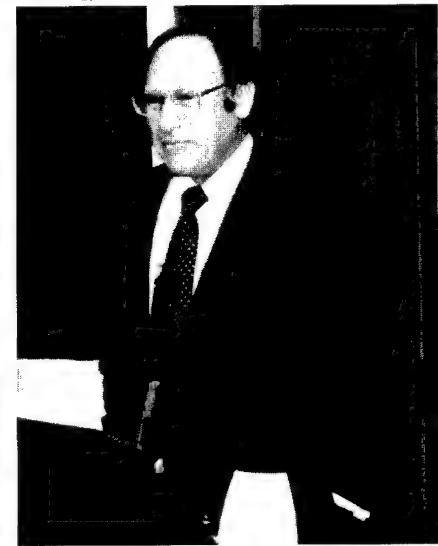


Honorable John Lehman Secretary of the Navy, 1984



Gen George S. Brown, USAF Chief of Staff, Air Force, 1973

Honorable Richard D. DeLauer, Under Secretary of Defense (Research and Engineering), 1985





RADM Grace Hopper, USN, 1981

acquisition process. The College has attracted hundreds of senior DoD military and civilian officials, leaders in the defense industry and academia, and Members of Congress and their staffers as participants in our programs - a veritable "Who's Who" of the broad scope of players in the defense acquisition community. Numerous experts in areas related to acquisition such as education, quality, management, leadership, and motivational techniques have enhanced the learning process.

Under our policy of academic freedom and non-attribution, where whatever is said remains on campus in anonymity, officials in high-level government and non-government positions have felt at home here in freely and frankly discussing and debating issues, trends, and the future.

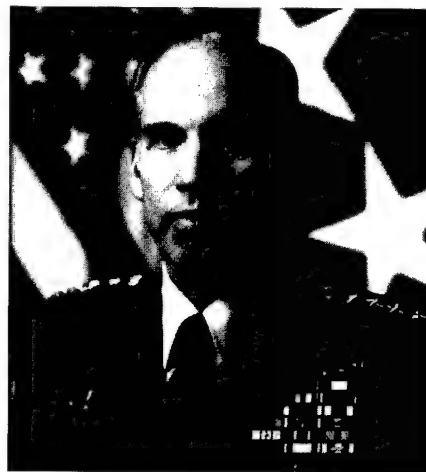
Distinguished visitors have included Secretaries of Defense, Under Secretaries of Defense, Service Secretaries, Chiefs

of Staff, Defense Agency heads, and four- and three-star general and flag officers. Many of these leaders have made multiple visits as graduation speakers, distinguished guest lecturers, participants in process action or integrated process teams. Some come to attend roundtables or other off-site meetings away from the immediate Washington, D.C., arena. Many also have served on the DSMC Policy Guidance Council or Board of Visitors.

Visits by such luminaries have recognized and enhanced the reputation of DSMC as an academic institution and a forum for open thought and discussion. Their contributions have increased our value to Pentagon and acquisition management leaders as a primary source for assignments and assistance in acquisition research, consulting, and information dissemination.



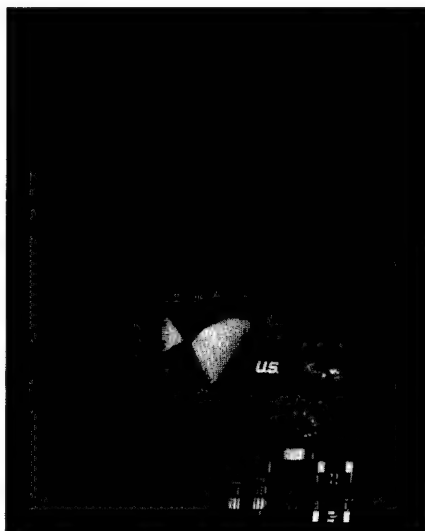
*Jonathon Etherton
Professional Staff Member, Senate Armed
Services Committee, 1987*



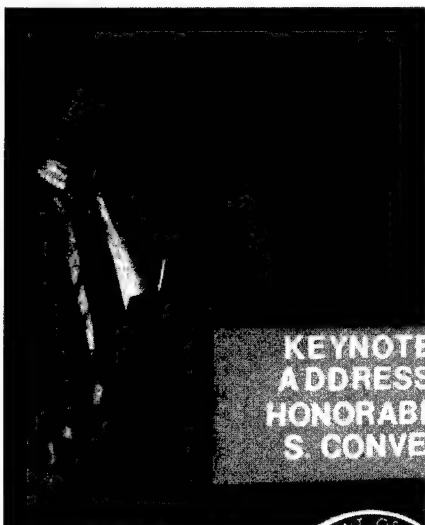
*GEN Louis C. Wagner, Jr., USA
Commander, Army Materiel Command,
1989*

*GEN Carl E. Vuono, USA
Chief of Staff, U.S. Army, 1990*





Gen Bernard Randolph, USAF
Commander, Air Force Systems Command,
1988



Stephen K. Conner, Assistant Secretary of
the Army (Research, Development and
Acquisition), 1991

GEN Maxwell R. Thurman, USA
Vice Chief of Staff, U. S. Army, 1983



Senior Acquisition Executives from each Service and members of DSMC's Executive Institute met at the College prior to a panel discussion with Program Management Course 95-1. Pictured from left: Tony Kausal, DSMC Air Force Chair; Honorable Gil Decker, Senior Acquisition Executive for the Army; the late Honorable Clark Fiester, Senior Acquisition Executive for the Air Force; Honorable Nora Slatkin, Senior Acquisition Executive for the Navy; Gibson LeBoeuf, DSMC Navy Chair; and George Krikorian, DSMC Forrestal-Richardson Memorial Industry Chair.

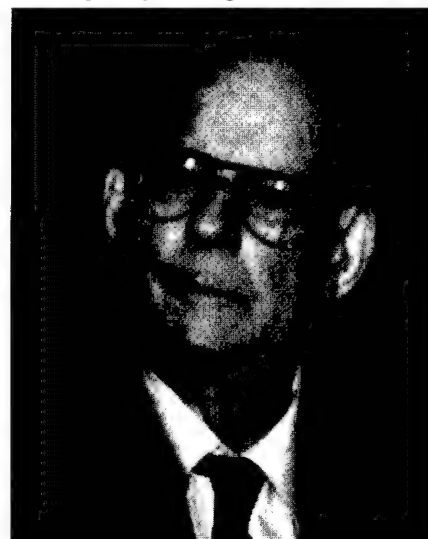


The late Honorable Clark Feister, Assistant Secretary of the Air Force (Acquisition); Honorable Nora Slatkin, Assistant Secretary of the Navy (Research, Development and Acquisition) (center); Honorable Gilbert Decker, Assistant Secretary of the Army (Research, Development and Acquisition), frequent visitors to DSMC.

Right: Maj Gen Perry Smith, USAF (Ret),
1992



Dr. J. Edwards Deming, consultant on
Total Quality Management, 1993



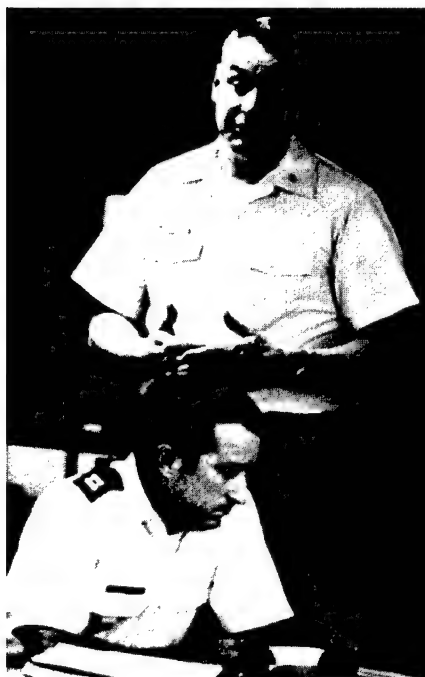


The late John Demidovich

HONORARY PROFESSORS

LTG Robert C. Mathis, USA
 MG Joe Fix, USA
 BG Jay R. Brill, USA
 Les Fettig
 Dale R. Babione
 Dr. James R. Larkin
 John Richardson
 Bill Boden
 William S. Jones
 John Demidovich*
 LTG Bob Baer, USA
 Hon William J. Perry
 RADM Glen W. Lenox, USN
 Dr. Dan Dudas
 RADM Grace Hopper, USN*
 CDR Grant Fulkerson, USN
 Dr. Harold S. Balaban
 Robert A. Butler
 Alvin M. Frazer
 Aaron B. Fuller
 George A. Kern
 Maj John D. Pamerleau, USAF
 Douglas Patterson
 Phil E. Atkinson
 William Rogers
 James Sterling
 Charles Zimmerman
 Robert L. Bidwell
 Mark Grove
 Dr. Winston W. Royce
 Nancy Vesper
 Robert W. Hager
 COL Lloyd A. Gimple, USA
 Matthew T. Reynolds
 Julia C. Denman
 BG Eugene Fox, USA
 Lester C. Farrington
 Charles J. Kebble
 LTG R. Dean Tice, USA
 Dr. David S. C. Chu
 Gary Christle
 Wayne Abba
 David Anderson
 CAPT Harley M. Oien, USN
 J.T. Blanton, Jr.

* Deceased



Professor Emeritus Frederick T. Dehner

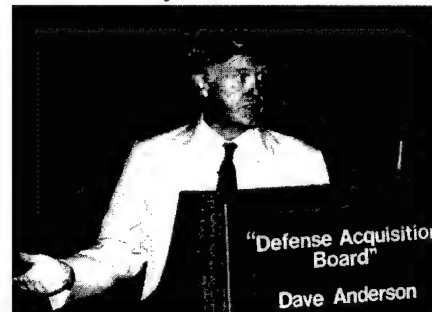
PROFESSORS EMERITUS

Maj Gen Andrew S. Low, USAF (Ret)
 Hon William J. Perry
 Dr. Franz A. P. Frisch
 Dr. Benjamin C. Rush
 Maj Gen Fred J. Ascani, USAF (Ret)
 J. Stanley Baumgartner
 Ken Nidiffer
 Joseph Arcieri*
 David Westerman
 Frederick T. Dehner

Professor Emeritus Dr. Franz A. P. Frisch



David Anderson, Office of the Secretary of Defense, a Distinguished Guest Lecturer to every Program Management Course class in recent years.





Honorable John Deutch
Deputy Secretary of Defense, and Under
Secretary of Defense (Acquisition and
Technology), 1993



ADM Alfred J. Whittle, Jr., USN
Chief of Naval Material, 1979

Honorable John H. Chafee, Secretary of
the Navy, with DSMC professor, CDR
James R. Smith, USN, 1973



DISTINGUISHED GUEST SPEAKERS, LECTURERS AND VISITORS

(Selected List, First Year Shown)

Major General Benjamin N. Bellis, USAF, F-15 System Program Director - 1972

Robert F. Froehlke, Secretary of the Army - 1972

Jeffrey Quill, British Aircraft Corporation - 1972

Representative Robert L. Leggett (D-California) - 1972

Robert C. Seamans, Jr., Secretary of the Air Force - 1973

Major General Robert J. Baer, USA, Program Manager, XM-1 [Abrams] Tank
- 1974

Jack L. Bowers, Assistant Secretary of the Navy (Installations and Logistics) -
1974

Richard Moose, Senate Armed Services Committee - 1974

Hugh E. Witt, Administrator, Office of Federal Procurement Policy - 1974

David S. Potter, Under Secretary of the Navy - 1974

John L. McLucas, Secretary of the Air Force - 1975

Lester A. Fettig, Administrator, Office of Federal Procurement Policy - 1976

J. William Middendorf, Secretary of the Navy - 1976

Gary D. Peniston, Assistant Secretary of the Navy (Financial Management) -
1976

Dr. Gerald P. Dinneen, Assistant Secretary of Defense (Communications,
Command, Control and Intelligence) - 1977

Charles W. Duncan, Jr., Deputy Secretary of Defense - 1977

Admiral Frederick H. Michaelis, USN, Chief of Naval Material - 1978

R. James Woolsey, Under Secretary of the Navy - 1978

General John R. Guthrie, USA, Commander, Army Materiel Development and
Readiness Command - 1978

Dr. Hans Mark, Under Secretary of the Air Force - 1979

Dr. William N. Hunter, Director, Federal Acquisition Institute - 1979

W. Graham Claytor, Jr., Deputy Secretary of Defense - 1980

Robert F. Trimble, Acting Deputy Under Secretary of Defense for Research and
Engineering (Acquisition Policy) - 1981

Admiral John G. Williams, Jr., USN, Chief of Naval Material - 1982

Harvey J. Gordon, Assistant Deputy Under Secretary of Defense for Acquisition
- 1982

Paul Thayer, Deputy Secretary of Defense - 1983

General Robert T. Marsh, USAF, Commander, Air Force Systems Command -
1983

General Lawrence A. Skantze, Vice Chief of Staff, U. S. Air Force - 1983



Honorable Mary Ann Gilleece
Deputy Under Secretary of
Defense (Acquisition Management), 1986



Lt Gen David J. Teal, USAF
Vice Commander
Air Force Systems Command, 1992

Jayne Tear
Communications Consultant, 1992



Vincent Puritano, Assistant Secretary of Defense (Comptroller) - 1983

Derek Vander Schaaf, Deputy Inspector General of the Department of Defense - 1983

James R. Ambrose, Under Secretary of the Army - 1984

James F. Goodrich, Under Secretary of the Navy - 1984

Lieutenant General William E. Thurman, USAF, Vice Commander, U. S. Air Force Systems Command - 1985

Dr. Edward N. Luttwak, Center for Strategic and International Studies - 1985

General Richard H. Thompson, USA, Commanding General, U. S. Army Materiel Command - 1985

Charles Corddry, Military Correspondent, the Baltimore Sun - 1985

Donald A. Hicks, Under Secretary of Defense for Research and Engineering - 1986

Eleanor R. Spector, Director of Defense Procurement - 1987

Lieutenant General George L. Monahan, Jr., USAF, Vice Commander, Air Force Systems Command - 1987

Admiral L. A. "Bud" Edney, USN, Vice Chief of Naval Operations - 1988

General Robert T. Herres, USAF, Vice Chairman of the Joint Chiefs of Staff - 1988

Dr. Lawrence W. Woodruff, Deputy Under Secretary of Defense for Research and Engineering (Strategic and Nuclear Forces) - 1988

Michael P. W. Stone, Acting Under Secretary of Defense (Acquisition) - 1989

Vice Admiral Richard C. Gentz, USN, Commander, Naval Air Systems Command - 1990

John J. Welch, Jr., Assistant Secretary of the Air Force (Acquisition) - 1990

Max E. Bleck, President, Raytheon Company - 1991

Major General Perry Smith, USAF, (Ret), author and consultant on motivational leadership - 1992

Vice Admiral William C. Bowes, USN, Commander, Naval Air Systems Command - 1992

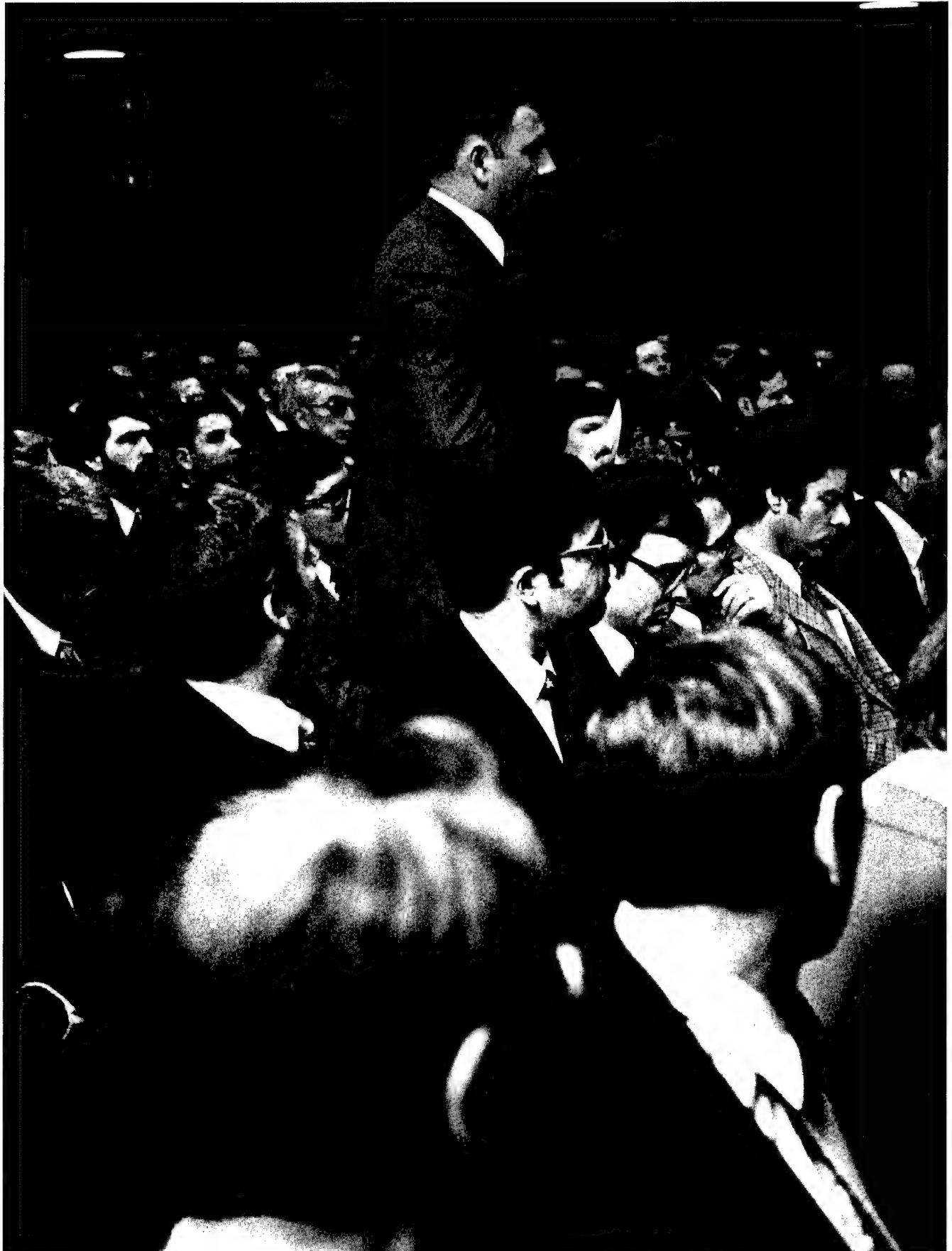
Senator Malcolm Wallop (R-Wyoming) - 1993

Clark Feister, Assistant Secretary of the Air Force (Acquisition) - 1993

Colonel Craig Weston, USAF, Program Manager, Space Based Infrared Radar Program - 1995

John Douglass, Assistant Secretary of the Navy (Research, Development and Acquisition) - 1996

Brigadier General David Gust, USA, Program Executive Officer for Intelligence and Electronic Warfare - 1996





EXCELLENCE IN ACQUISITION SUPPORT: THE DSMC MISSION, CUSTOMERS, PRODUCTS, AND SERVICES

From the beginning, the charge given to DSMC was clear. "We want this school to become the academy of management for all four Services," Packard continued. "We want it to be a school of high distinction where the best of modern management practices are taught. We want it to become a center of research for the improvement of managerial practices."

Packard's desire subsequently was incorporated into DSMC's first mission statement:

- Conduct advanced courses of study that will prepare selected military officers and civilian personnel for assignments in program/project management. This is the primary mission of the school.
- Conduct research in defense program/project management concepts and methods as required to support the school in fulfillment of its primary mission.
- Assemble and disseminate information concerning new methods and practices in program/project management.

The mission always has been written and upheld to serve the government defense acquisition workforce and community. These represent our principal customers, or users, and stakeholders.

characterized the mission as: "Educating selected military and civilian personnel in program management, conducting research into new concepts and methods to improve program management, disseminating new knowledge to practicing program managers - all this constitutes a challenging mission."

In 1976, further top-level endorsement enhanced the DSMC mission. Deputy Secretary of Defense William P. Clements, Jr., stated the College should "help improve DoD management by serving as a forum for all aspects of program management and a mechanism to get feedback into the policy and planning groups of the Services and the Office of the Secretary of Defense."

The mission remained essentially intact until 1988, when DEPSECDEF William H. Taft, III, directed that "...the mission of DSMC is expanded to include the entirety of acquisition management." Under Secretary of Defense (Acquisition) Robert B. Costello simultaneously gave DSMC the responsibility for conducting consulting assignments on defense acquisition, a value-added service to the government acquisition community long in progress. To meet these challenging new directions, DSMC broadened our education horizons into all essential elements of acquisition management.

Our primary customers are DoD military and civilian students attending academic courses. Students from other

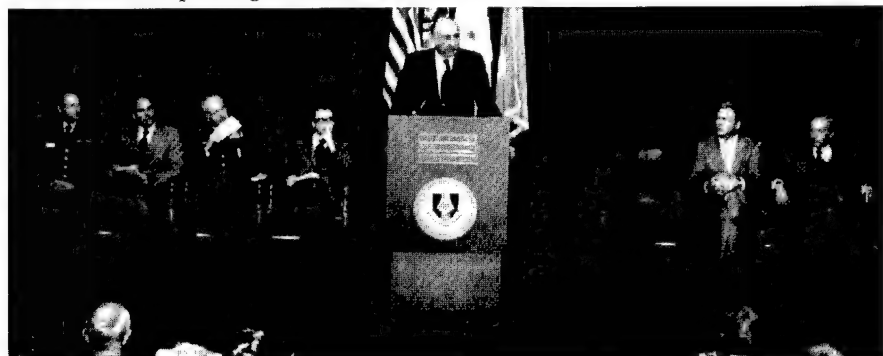
THE CHALLENGE

The Defense Systems Management School has been established for the specific purpose of making substantial improvement in the capability and effectiveness of managers for the important development and production programs of the Department of Defense.

— Remarks by the Honorable David Packard, former Deputy Secretary of Defense, at the formal opening exercises of the Defense Systems Management School, 3 August 1971

The first DSMC Commandant, Brigadier General Winfield S. Scott III, USA,

David Packard speaking at 15th Anniversary ceremony.



government agencies and industry also attend our courses. Our primary stakeholders, or external customers, are the Under Secretary of Defense (Acquisition and Technology), Deputy Under Secretary of Defense (Acquisition Reform), and other DoD and Service senior acquisition management officials, program managers, program executive officers, and other acquisition managers whose programs benefit from knowledge gained at DSMC. Other stakeholders are the Service Directors of Acquisition Career Management, the acquisition career functional boards, and the president of the Defense Acquisition University.

We fulfill our mission by delivering quality and beneficial products and services to the defense acquisition community. The major market for our products and services is the defense acquisition community primarily within the continental United States. The College also works with the defense industry, other Federal Government activities, and with Allied and other friendly countries and with international organizations involved in systems acquisition.

In summary, DSMC's four-faceted mission is to promote and support the adoption and practice of sound systems

management principles by the acquisition workforce through education, research, consulting, and information dissemination. But the primary focus, and our first intended product and service, has been to educate personnel in program management. It has remained foremost since.

Under Commandant Brigadier General Claude M. Bolton, Jr., USAF, DSMC in 1993 adopted a revised Vision and Principles and Values. The Vision became:

To be the academy of distinction promoting systems management excellence.

The Principles and Values became:

The College fosters an environment that enables us to be productive and innovative without fear. To this end, these are our guiding principles. We will support, respect and trust each other. We are all responsible for customer satisfaction. We take pride in our work and pursue excellence in what we do.

Operating within the broad scope of the Defense Acquisition Workforce Improvement Act, and as a member of the

SECRETARY CLEMENTS AND THE DSMC TREE

When introducing former Deputy Defense Secretary and then – Texas Governor William P. Clements, Jr., at DSMC's 10th Anniversary ceremony in 1981, Under Secretary of Defense for Research and Engineering Richard D. DeLauer said:

"The sower [seed - DSMC] was Dave Packard. He dug the hole and put the tree in it, and it was Bill Clements' job to see that the thing took root and started to grow, and he did that." DeLauer further said it was Clements who got the "guys with the stars on their shoulders to come down here and at least learn the lexicon of what it took to manage a program."



Honorable Richard D. DeLauer

Texas Governor William P. Clements, Jr.



EARLY FEEDBACK ANSWERED A PRESSING QUESTION

The second Commandant, Major General John G. Albert, USAF, believed that the most pressing question a Commandant must face is, "Does the DSMS graduate make a substantial contribution to the efficiency of the Department of Defense in managing the acquisition of defense systems?" From all available indicators, he said in 1975, the answer is a "resounding 'YES.'" As he went on to note:

"Today the school has prestige within the major acquisition organizations of the Military Services....The commanding officers and their deputies not only contribute to the mission of the School by personal appearances...but they believe sincerely that DSMC's education should be a key prerequisite for assignment of officers in the acquisition business."

consortium of DoD schools comprising the Defense Acquisition University, our products include:

- developing and conducting academic courses of instruction on program management and other acquisition disciplines,

- conducting research symposia and projects to improve the acquisition process, and

- producing publications on acquisition, including periodicals, guidebooks and technical reports.

Our services include a wide range of items such as:

- providing subject-matter-expert and process consulting services to the Pentagon and other staff offices, and weapon systems program offices,

- hosting and facilitating off-site meetings by DoD and other government groups, and

- participating in the activities of a vibrant alumni association.

By focusing on six cross-functional strategic processes, DSMC is continuously evaluating our role in providing the defense acquisition workforce and community with quality, efficient products and services. These processes are: positioning DSMC for the future, resourcing and budgeting, educating (research and development), educating (execution), developing people, and transforming the culture.

ADMIRAL JOHNSON CAPTURED DoD, CAPITOL HILL ATTENTION, INCREASED NAVY STUDENT THROUGHPUT

At the December 1985 retirement of Commandant Rear Admiral Roger D. "Spider" Johnson, USN, a former Commandant paid tribute to Johnson for having "personally captured the attention of the Department of Defense and the Congress...no small achievement." Lieutenant General William E. Thurman, USAF, also said Johnson had succeeded in coaxing and attracting more Navy students to DSMC, until then itself no small achievement: "As a result of his efforts, the Services are paying more attention to the College and providing more support for its program." In his own remarks, Johnson noted that "people from the Services who come to this College for an education are responsible for the expenditure of 60 percent of the Department of Defense budget."

Johnson and the other two Navy Commandants, Rear Admirals Rowland G. Freeman III, and William L. Vincent, all were naval aviators.

I believe that this college has the very important mission of building the strength of our future armed forces. In the long run, you will make a very important contribution to our national security. The quality of our future armed forces...is going to be determined by the quality of our weapons, their capability to achieve superior results, and the multiplying factor that can come from the technol-

DSMC
PROVIDING THE ACQUISITION WORKFORCE
1995
WITH QUALITY PRODUCTS AND SERVICES
A YEAR
IN EDUCATION, RESEARCH,
IN REVIEW
CONSULTING, AND INFORMATION



Academic Programs Division Professor John L. (Jack) Dwyer and Debbie Gonzalez, Visual Arts, working on DSMC's 1995 Year in Review.

ogy we put into future weapons. In that sense, I believe you have a mission that is just as important as any mission that can be assigned to any military officer or member of the Department of Defense.

- Former Deputy Secretary of Defense David Packard, at DSMC, 1976



David Langford, quality consultant

IMPROVING PROCESSES AND PRODUCTS: THE DSMC QUALITY JOURNEY

The DSMC "Quality Journey," an intensified collective effort of the faculty and staff to identify and improve internal management processes for better service to customers, began in 1993 under Commandant Brigadier General Claude M. Bolton, Jr., USAF. Based on the DSMC mission and updated statements of vision and principles and values, the College began focusing ultimately on customers through a disciplined change framework. The Quality Journey continues under Brigadier General Richard A. Black, USA, Commandant since March 1996.

Efforts to embrace the principles and practices of quality products and services at DSMC began in the late 1980s in response to the philosophy of total quality management emanating from the Office of the Secretary of Defense. At OSD's request, in 1988 DSMC developed a TQM workshop and offered it for several years. The College was also an active and influential participant in the Consortium on Quality in Education, and participated at West Virginia University in the first annual Symposium on TQM in Academia.

To renew the earlier efforts, General Bolton appointed Professor Mary-jo Hall as a full-time Special Assistant for Quality to coordinate the transformation. Deans named quality coordinators in each division. The faculty and staff attended four-day seminars in Quality Learning led by David Langford, and in-house Quest quality training. Process management, a primary driver in the framework of change, was the focus in 1993. The four processes are Leadership, Vital Few, Core Processes, and Functional Processes and Subprocesses. Process action teams examined strategic process management and other areas for improvement.

A major thrust of the Quality Journey has been the increased efforts to improve communications within Team DSMC. The Commandant increased the number of Commandant's Calls, and initiated "Roundtable" meetings with each department, and town-hall format "Fireside Chats" over the local area network to field questions and discuss issues of interest.

General Bolton met monthly with the Corporate Leadership Team of Deans and division coordinators to map and discuss DSMC's future. Based on 1995 internal feedback, the CLT modified the strategic goals and developed the Corporate Dashboard to display measures associated with the goals.

In 1995, DSMC participated in the Malcolm Baldrige National Quality Award Education Pilot. The pilot, like the business application, was designed to promote

The DSMC Quality Circle in 1988.



Lt Col Daniel J. Simek, USAF, Professors Richard H. Reed, and William W. Bahnmaier discuss DSMC 95.

Professor Mary-jo Hall





Lt Col E. Clyde Hewitt, USAF, LTC Orlando J. Illi, Jr., USA, Cindy Marcott, CDR Richard L. Cernohorsky, USN

performance excellence. The criteria address key business processes and incorporates the tenets of customer focus, process management, employee involvement, and decision making using data. The College was one of only three educational institutions out of 19 applicants nationwide (and the first government agency) to reach the highest level for the Baldrige pilot, a site visit.



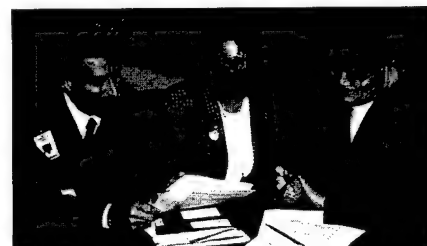
CDR Jad Jadreyev, USN, Norman A. McDaniel, Forrest C. Gale, and Catherine A. Pearson do Brainstorming exercises in Langford Training.



SFC Randy Starks, USA; Lt Col Fred A. Yarborough, Jr., USAF; SGT Harold Grammer, USA, and SSG Della Williams-Humphrey



Professor John P. (Jack) McGovern
Baldrige Team Leader



AWCS Douglas J. Frenz, USN, Janice Baker, and Chris Royer

Director COL J. Rocco McGurk, USA, and Deputy Director Lt Col John Dwyer, USAF, Acquisition Enhancement Program Office

Ursula Lilliman, Linda Stiltner, and Quest Leader Daniel S. Costello



Maj Linda Puhek, USAF, and CDR Jerry Coady, USN



COOPERATIVE ARRANGEMENT SIGNED WITH UNIVERSITY OF SOUTHERN CALIFORNIA

During the mid-1970s, DSMC and the University of Southern California began a cooperative education program leading to the award of a USC masters degree in system management. An integrated DSMC-USC faculty taught the courses. Both institutions later resumed a cordial working relationship leading to USC's award of numerous advanced degrees to DSMC faculty in the 1980-90s.



PARTNERSHIPS WITH COLLEGES AND UNIVERSITIES INCREASE

Partnerships with colleges and universities increased in 1995 when an agreement was signed with the University of Texas at Austin, bringing the number of host arrangements to five. The DSMC now hosts a UT-A offering in their Executive Master of Science degree program in Science and Technology Commercialization. Ongoing agreements exist with The George Washington University, the University of Maryland, Northern Virginia Community College, and Strayer College.



It's "hand-across" in agreement for representatives of the Defense Systems Management College, Fort Belvoir Army Education Center, and the University of Texas at Austin (UT-Austin). From left: COL William E. Knight, USA, Dean, Division of College Administration and Services, DSMC; Ms. Nancy Johnson, Director, Army Education Center, Fort Belvoir, VA; Dr. George Kozmetsky, Director, IC2 Institute, UT-Austin; and Brig Gen Claude M. Bolton, Jr., USAF, Commandant.

"EFF-SAM" COURSE DESIGNED FOR, APPRECIATED BY, THE MASSES

Year in and year out, DSMC's most popular course - either requested or required - has been our "Eff-sam" course, the Fundamentals of Systems Acquisition Management (FSAM) Course. Designed from scratch in 1986 by original course director Wilbur D. Jones, Jr., FSAM until 1994 was a one-week basic introduction class for per-

sons with little or no knowledge or experience in acquisition, regardless of rank or position. Its offerings attracted the mass of students, and was widely acclaimed as meeting expectations. Since it became a Defense Acquisition University-mandated career course for most career fields, FSAM, appropriately designated ACQ-101, is now nine

days with expanded course material and use of exercises. Professor Andrea Garcia of DSMC, the course director, utilizes DAU consortium schools to help design lessons and teach the classes. In FY 1996, DSMC will teach more than 30 offerings nationwide.

"DIVOPS" MANAGEMENT PROCESS SPEEDS DECISION MAKING

In 1993, Commandant then-Colonel Claude M. Bolton, Jr., USAF, empowered DSMC division deans with significant review and decision-making responsibility for executing the College mission. The empowerment process, called Division Operations ("DivOps"), provides for timely action on a wide range of functions impacting the day-to-day College operations, such as budget matters, taskings, hiring, awards, processes, and products.



Brig Gen (Sel) Claude M. Bolton, Jr., USAF, DSMC Commandant, and Dr. Myron Tribus, international education consultant

GENERAL PELLEGRINI CHANGED DSMC WITH HIS "THREE 'R'S": RESOURCES, REALISM, RESULTS

The Service Acquisition Executives meet at DSMC.

Gary L. Smith, Acquisition Executive, U. S. Special Operations Command; VADM William Bowes, USN, Principal Deputy Assistant Secretary of the Navy (Research, Development and Acquisition); Honorable Paul G. Kaminski, Under Secretary of Defense (Acquisition and Technology); Darleen A. Drury, Acting Secretary of the Air Force (Acquisition); Honorable Gilbert F. Decker, Assistant Secretary of the Army (Research, Development and Acquisition); Honorable R. Noel Longuemare, Principal Deputy Under Secretary of Defense (Acquisition and Technology)



After taking command of DSMC in 1982, Brigadier General Benjamin J. Pellegrini, USA, outlined a set of goals based on his "Three R's" – resources, realism, and results. He said that "DSMC would be stressing more productivity along with better quality," requiring all personnel to understand what DSMC was for and what its values must be. The College had to confront and challenge students with management issues that managers in the field address.

His four areas of concern were courses, faculty, research, and facilities. His emphasis was on identifying, prioritizing and managing cost drivers associated with the acquisition process. For example, the Program Management Course was redesigned in a modular format beginning with PMC 83-1.

The Defense Systems Management College has compiled a distinguished record of invaluable service to the Department of Defense and the Nation. Over the past 25 years, DSMC has contributed greatly to the improvement of the defense acquisition process and workforce. On behalf of the Department's senior acquisition leadership, I would like to extend my thanks for a job well done, and my support for continued success into the 21st Century.

— Honorable Paul G. Kaminski, Under Secretary of Defense (Acquisition and Technology), 1996



The Defense Acquisition University Consortium Symposium



Left to right: Richard H. Reed, Dean of Faculty; Thomas M. Crean, Defense Acquisition University President; and COL William K. Knight, USA, Dean, Division of College Administration and Services.

THE DEFENSE ACQUISITION UNIVERSITY CONSORTIUM MEMBER COLLEGES, SCHOOLS AND ACTIVITIES

Air Force Institute of Technology (AFIT)
Wright-Patterson Air Force Base, Ohio

Army Logistics Management College (ALMC)
Fort Lee, Virginia

Defense Contract Audit Institute (DCAI)
Memphis, Tennessee

Defense Logistics Agency Civilian Personnel Support Office (DCPSO)
Columbus, Ohio

Defense Systems Management College (DSMC)
Fort Belvoir, Virginia

Industrial College of the Armed Forces (ICAF)
Fort McNair, Washington D.C.

Information Resources Management College (IRMC)
Fort McNair, Washington, D.C.

Lackland Training Facility (LFT)
Lackland Air Force Base, Texas

Naval Facilities Contracts Training Center (NFCTC)
Port Hueneme, California

Naval Postgraduate School (NPS)
Monterrey, California

Naval Warfare Assessment Division (NWAD)
Corona, California

Naval Center for Acquisition Training (NCAT)
Norfolk, Virginia





Professor William W. Bahnmaier (standing)



Professors Raymond W. Reig and Lt Col Terry L. Raney, USAF



Professor Theodore L. Bloomer and Pat Sala

Col Andrew A. Zaleski II, USAF



"DSMC '95" STUDY GENERATED MAJOR ACADEMIC AND ORGANIZATIONAL CHANGES

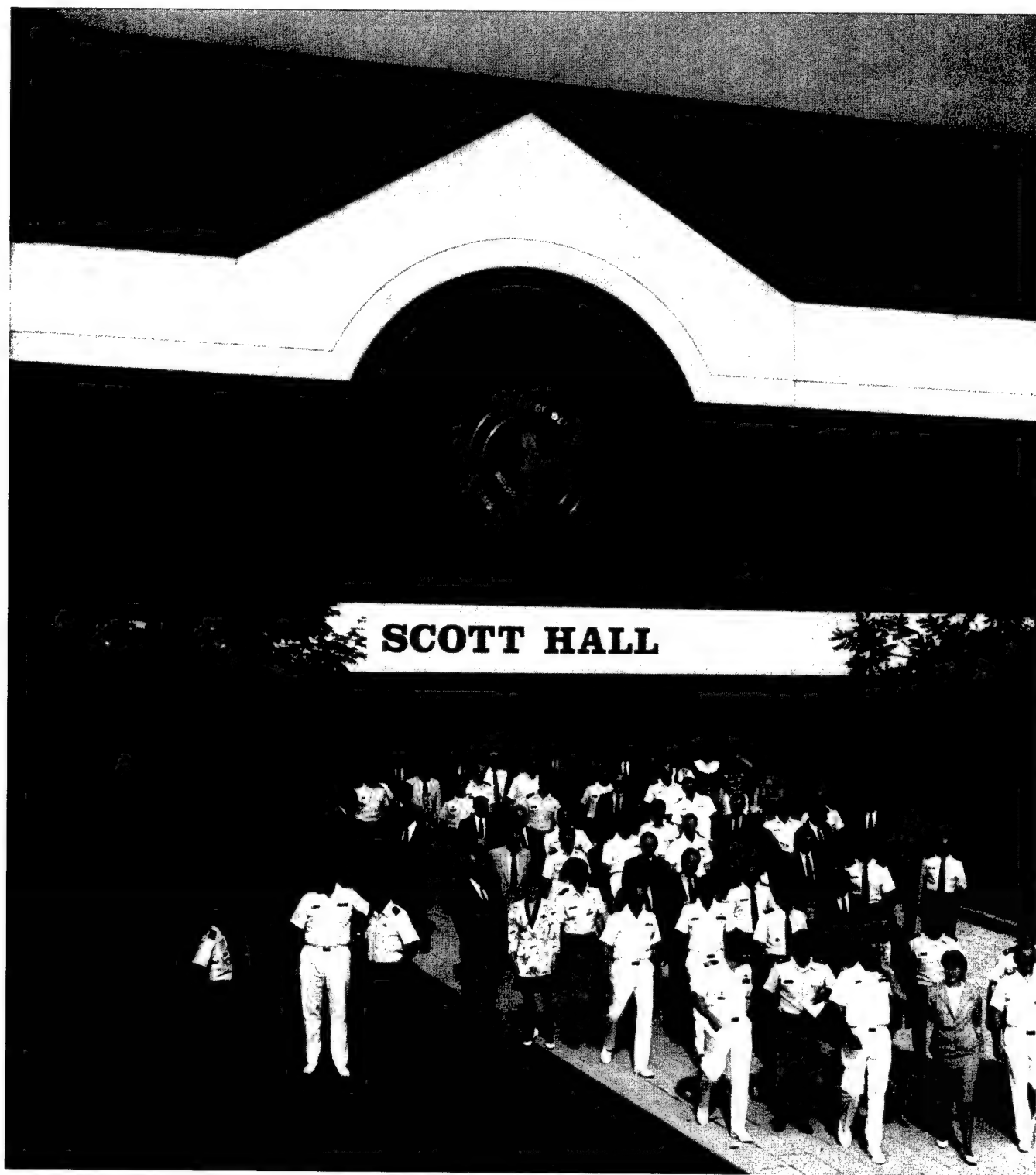
Dramatically responding to the new demands caused by the Defense Acquisition Workforce Improvement Act, formation of the Defense Acquisition University, and changing customer educational requirements, the College in 1993 initiated a thorough look into our immediate future through a study called "DSMC '95." Among numerous results, the study triggered a major restructuring of the Program Management Course from 20 to 14 weeks, with the new name Advanced PMC, and academic reorganizations to accommodate those changes.

The Commandant, Rear Admiral William P. Vincent, USN, selected Professor William W. Bahnmaier, chair of the Principles of Program Management Department, to lead the study. Mr. Bahnmaier, a retired Marine Corps colonel and former major program manager, assembled his team from various faculty and staff functional areas. The team visited field commanders, Pentagon stakeholders, and Service and Defense Agency customers. They held in-depth discussions regarding the PMC and short courses, new ones to be developed and offered, and how DSMC could support each more efficiently. The team espoused Total Quality Learning precepts as a proving ground as DSMC embarked on the "Quality Journey."

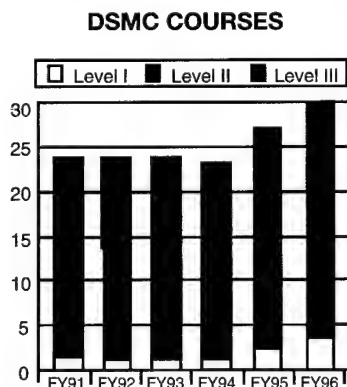
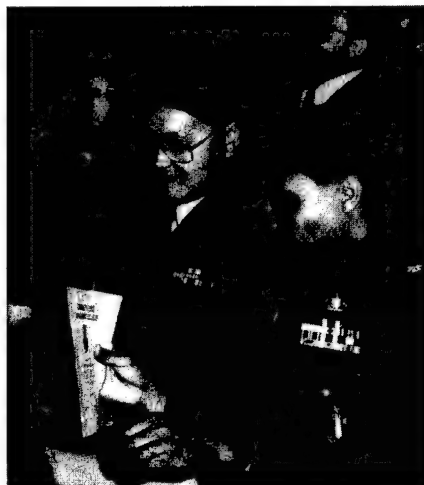
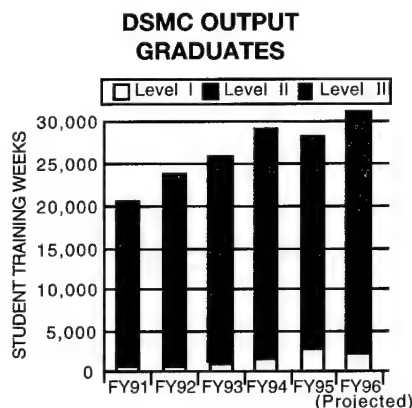
The first product on the street was the new Executive Program Managers Course in 1994 developed by team leader Ted Bloomer. The Advanced PMC and the revised Fundamentals of Systems Acquisition Management Course and Intermediate Systems Acquisition Course came on line in 1994. A new course in 1996 is the Program Managers Survival Course for the smaller acquisition programs. Several significant recommendations were approved and put into action:

- Establish a College operations office to act as liaison with customers and the DAU (the Academic Programs Division);*
- Transfer the newly revised Fundamentals of Systems Acquisition Management and Intermediate Systems Acquisition Courses to the renamed School of Program Management Division, where the PMC resides;*
- Assign responsibility for specialized/functional short courses to the Faculty Division;*
- Coordinate with the DAU and consortium schools to develop a well-defined competency development process;*
- Institute a concept of "homeporting" of faculty assigned to teach in the functional teaching departments; and*
- Institutionalize a feedback assessment process to determine what our customers think of our products.*

"DSMC '95 team members included Colonel Andrew A. Zaleski II, USAF, Captain Daniel E. Brown, USN, Dr. Benjamin C. Rush, Richard H. Reed, Lt Col Terry Raney, USAF, Lt Col Daniel J. Simek, USAF, James Sheldon, Charles B. Cochran, Frances Valore, Frederick Ayer, Dr. Alan Beck, Ted Bloomer, Andrea Garcia, Joseph Schmoll, and David L. Scibetta.



STEADY STUDENT GROWTH: COMING OF AGE TO MEET CUSTOMER NEEDS



Rapidly rising numbers of graduates from DSMC courses became a most obvious measurement of DSMC's progress and growth following our establishment in 1971. The numbers also indicated apparent customer satisfaction that we were fulfilling our primary mission.

By the end of 1974, more than 1,100 students had completed DSMC courses. By 1976, classes of the flagship or nucleus course, the Program Management Course (PMC), had grown from 60 to 125 students. That year alone, almost 1,150 military and civilian personnel completed DSMC courses, bringing the total graduates since 1971 to nearly 3,000. More than 800 representing all the Services and the defense industry graduated from the semi-annual, 20-week PMC.

New courses to meet demands of the acquisition community were offered each year: a second course in Cost/Schedule Control Systems Criteria (one each for program managers and functional managers) in 1973, the Systems Acquisition Management for General/Flag Officers in 1973, and the Industry Financial Management Course in 1974. The trend of adding new courses has continued to the present.

A 1974 DoD Directive issued by Deputy Secretary of Defense William P. Clements, Jr., established policy for the selection, training and career development of managers of DoD major acquisition programs, an action which increased the visibility and importance of a DSMC education. Clements required that all candidates for major programs "should have professional education at the Defense Systems Management College's Program Management Course or Executive Refresher Course, either before or shortly following assignment to a major program office."

The year 1976 was a bellwether for DSMC: 240 students completed the

PMC, and another 875 the executive courses. A survey found that 86 percent of PMC graduates had been assigned to program management offices or related supporting functional operations.

The Policy Guidance Council, acting on the suggestion of Secretary Clements, officially elevated our name to a college on 22 July 1976. Clements' rationale was: "...the level of instruction, the student and instructor quality, and the demonstrated excellence of DSMS graduates justify changing the name of your institution to the Defense Systems Management College. This would more appropriately recognize the scope and sophistication of the curricula, enhance the stature of the institution, and provide increased recognition of the qualifications of the graduates in both the civilian and military communities."

Dr. Gerald P. Dinneen, Assistant Secretary of Defense (Communications, Command, Control and Intelligence), attributed the progress to "the result of a College faculty and administration who have worked closely with the Deputy Secretary of Defense, the Policy Guidance Council, and the logistics commanders, and who have an effective relationship with military department management and industry leaders."

From mid-1977 to mid-1979, 2,863 students graduated from DSMC courses. By 1980, 6,500 military and civilian students from all Services, other federal agencies, and the defense industry had completed one or more courses.

In observing DSMC's tenth anniversary in July 1981, Commandant Brigadier General William E. Thurman, USAF, highlighted our achievements:

We have grown from a concept to a College; from a one-building schoolhouse to a campus of several buildings with a nationwide extension program; from a curriculum of only one course

to one of approximately 20 courses either being taught or in development; from a relatively few students per year to approximately 300 students per week. Several students have attained flag rank; many others are managing major programs.... In short, the College has come of age and fulfills an important responsibility as the continuing education center for acquisition management education throughout the Department of Defense.

Throughout our service to the acquisition community, DSMC faculty and staff remained focused on becoming the academy of management, as founder David Packard had envisioned in 1971. In referring to that vision, General Thurman continued: "The Defense Systems Management College is well-positioned to contribute to improving the acquisition process." He pointed out a viable research program in which virtually every DSMC professional was involved. "By permeating the thinking of everyone...it has led to innovation and creativity in the development of our course material and in the way it is presented."

The nationwide extension program General Thurman referenced was realized when DSMC established a full-fledged regional office operation in 1984 and 1985, with four Regional Centers at Hanscom Air Force Base in Boston, Massachusetts, Redstone Arsenal in Huntsville, Alabama, the Army Aviation Support Command in St. Louis, Missouri, and the Air Force Space Division in Los Angeles, California.

In 1986, Congress included language in the FY-86 Defense Authorization Act requiring program managers of major systems to have DSMC or equivalent acquisition management education prior

to assuming the job. This challenge meant a continued increase in PMC student population and necessitated development of new curricula to broaden student knowledge of the acquisition process. The challenge expanded to ensure DSMC compliance with presidential Executive Order 12352, which called for career management programs resulting in a highly qualified, well-managed professional procurement workforce.

Three other major factors caused substantial changes in our academic programs by 1987. The factors included findings of the President's Blue Ribbon Commission on Defense Management (Packard Commission), the Secretary of Defense Acquisition Enhancement (ACE) Study dealing with educating the workforce, in which DSMC was heavily involved, and the surge of acquisition career models being developed by the Services.

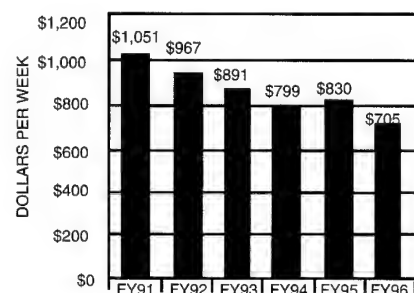
To meet an increase in PMC student annual throughput from 498 to 810, we offered the course three times per year starting in 1987. By year's end, DSMC had educated more than 25,000 acquisition personnel since 1971. In 1988, a new three-offerings-per year "New Vision" PMC was introduced, consisting of a six-week foundation or "basics" course, followed by a 14-week advanced application segment. The three-offerings schedule lasted through 1990, when PMC reverted to a twice-a-year, 20-week course.

The Deputy Secretary of Defense rewarded DSMC's efforts in a 1988 directive that expanded the DSMC mission to include the entirety of acquisition management. The scope and magnitude of this new mission, added to the original education, research, and information dissemination roles, represented our greatest challenges as "the academy of management." Consulting services to government acquisition organizations,

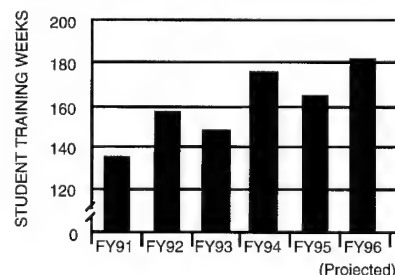
SAM COURSE FOR GENERAL/FLAG OFFICERS BEGAN AS ORIENTATION SEMINAR

The name of DSMC's senior-level Orientation in Systems Acquisition Seminar, begun in 1973 by direction of the Deputy Secretary of Defense, was changed in 1977 to the Systems Acquisition Management Course for General and Flag Officers to reflect more precisely the course content and attendees. The ever-popular course is still offered.

**DSMC COSTS PER STUDENT
TRAINING WEEK
(in FY90 constant \$)**



**DSMC OUTPUT
Student Training Weeks**



long a service of DSMC faculty in short- and long-term assignments, was officially added to our mission.

The College had earned a worldwide reputation within government and industry for the excellence of our education, research and information dissemination program and products. This reputation was being enhanced by a disciplined adherence to our mission, and the capability to respond proactively to changing and developing requirements stipulated by our customers for improving the professional competence of the acquisition workforce and the acquisition management process. By 1991, DSMC had graduated more than 40,000 students.

Passage by Congress of the Defense Acquisition Workforce Improvement Act (DAWIA) in 1991 brought significant changes in the way we conducted business. The Secretary of Defense established the Defense Acquisition University (DAU) as a consortium organization of 12 DoD colleges, schools and agencies - including DSMC - teaching academic courses on defense acquisition. The DAU became operational in August 1992, with headquarters in Alexandria, Virginia.

The origin of the DAU emanated from recommendations of the ACE Program Study Groups in 1985-86. The ACE studies, ordered by the Director of Defense Research and Engineering - the predecessor to the Under Secretary of Defense (Acquisition) (USD(A)) - supported a university concept. In 1988, the USD(A) directed that a small ACE Program Office be opened in DSMC to act as the executive agent for the USD(A) to conduct the DoD Education, Training and Career Development Program. The Deputy Secretary of Defense officially changed DSMC's mission to accommodate this new responsibility.

DEPUTY SECRETARY TAFT DIRECTED ESTABLISHMENT OF ACQUISITION ENHANCEMENT (ACE) WORKING GROUP

The Acquisition Enhancement (ACE) Working Group, established by Deputy Defense Secretary William H. Taft, IV, began deliberations at DSMC in 1985. Directed by Professor Edward Hirsch, the group's tasks were to: (1) recommend a required set of experience prerequisites and training requirements for specific acquisition workforce job functions, (2) review, revise, and generate appropriate directives and other documentation, (3) review the current training requirements and the existing training and education base, and (4) develop recommendations for enhancement.

The multi-Service/Defense Agency team included DSMC Professors Sandra Rittenhouse (as Deputy Director), Dr. Fred Waelchli, Owen Gadeken, and Michael G. Krause. Lieutenant Colonel Jack Dwyer, USAF, later joined the group. The two subsequent ACE team reports set the stage for later establishment of the acquisition workforce training, education, and career development program, and the Defense Acquisition University.



Standing at left, Professor Robert D. Carlson

From left to right: CDR Bruce Kilmar, USN; COL Larry Bramlette, USA; Patricia Garvey; Professor Jack Dwyer - members of the Acquisition Enhancement (ACE) Program Office, the predecessor to the Defense Acquisition University.



The ACE Program Office provided career development courses tied directly to the critical acquisition career paths. The course providers were DSMC and schools and organizations under the auspices of the Services and Defense Agencies. The office remained in effect until August 1992.

The DAWIA also required the USD(A) to ensure that appropriate career paths leading to the most senior acquisition positions were identified and categorized in terms of the necessary education, training, experience and assignments. The USD(A) chartered functional boards for each of seven acquisition position categories (e.g., contracting, test and evaluation, etc.) to advise on career needs. The DSMC Commandant became head of the program management functional board.

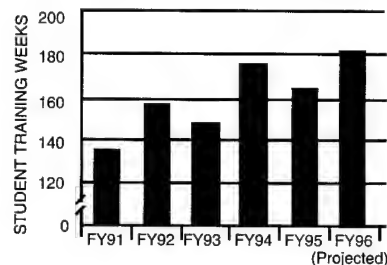
Career development procedures for the professional DoD Acquisition Corps, which included the DSMC faculty, were published in DoD Directives 5000.52 and 5000.52M, detailing the education, training, experience and assignments required for certification at each of the three levels of 12 acquisition career fields.

Because of DAWIA, the requirement for workforce personnel to complete designated acquisition courses for certification at Levels I, II and III greatly increased the student throughput at DSMC. Sheer numbers help tell the story. In 1993, 839 acquisition professionals completed the PMC, and another 7,000-plus attended one of our 22 short courses. Ten thousand finished our courses in one year alone, 1994, and by year's end the total number of all students taught reached more than 60,000. We expect that total to approach 77,000 students during our 25th Anniversary year.

Besides adjusting to the continuous student population growth and new short

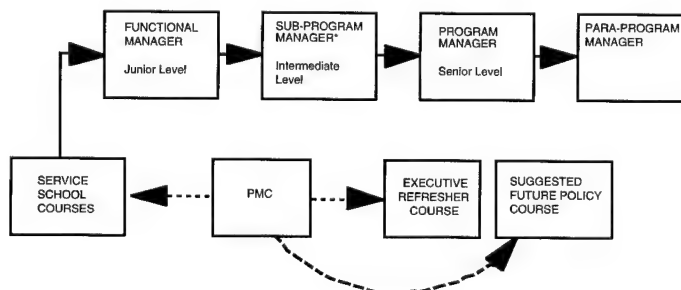
course requirements of DAWIA and the DAU, DSMC was compelled by customer needs to modify the traditional 20-week PMC to a 14-week course. The first two offerings, still with 420 students each, kicked off in 1995. The most noticeable course modifications are: longer classroom days, more case studies and less lecture-discussion classes, more interactive team preparation for classes, competency-based guided self-directed learning, no industry field trips, no program manager decision briefs, and reduced scheduled social activities.

DSMC OUTPUT
Student Training Weeks Per Faculty Member



Foreign visitors frequent DSMC to investigate ways to send students, adapt curricula, and gain organizational expertise. COL Rudolph Ehrenberg, USA, (far right) meets with a group from Poland, including Bronislaw Koromorowski, Ministry of Defense for Education (in business suit).

THE PROGRAM MANAGEMENT COURSE STAGES OF CAREER DEVELOPMENT AND COURSES OFFERED BY DSMS (1972)



*The intermediate level manager may be a program manager in a small program, a sub-program manager in a middle-sized program, or a functional manager in a very large program.



INTO THE "PIT"

In DSMC's early days, students going through the PMC's System X case study had to give a 15-minute briefing in the well of the Abilene Room. Students dubbed it the "pit." The name stuck, and student Program Management Decision Briefings given in later years to real world program managers and faculty members elsewhere were always called "pit briefs." When the Advanced PMC began in 1995, the requirement for "pits" became history.

WORKSHOPS: A DIFFERENT LEARNING CONCEPT INTRODUCED

The DSMC in 1982 introduced advanced workshops, attracting senior, experienced program management personnel, as a different approach to graduate level learning based on team building concepts. The Business Managers Advanced Workshop (BMAW) was the first offered. Work began on two more, for technical managers and program managers, which went on line

in 1983 and 1984. The Program Managers Workshop consisted of three phases - intern (three months), on-campus (four weeks), and reunion (six months after the previous phase, for three days).

The BMAW exists today in its derivative - the Business, Cost Estimating, and Financial Management Workshop. The other workshop offered is the International Program Management Workshop.

Commandant MG Lynn H. Stevens, USA, receives plaque from PMC industry students.



Professor James S. Sheldon

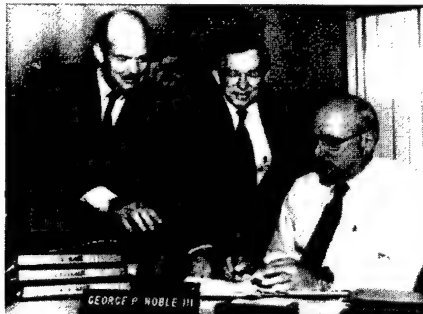


I have truly enjoyed working with DSMC over the past four years and congratulate you for your first twenty-five. I'm certain your next twenty-five will contribute even more to the Department's pursuit of acquisition excellence. DSMC's faculty and staff should be proud of its silver anniversary. DSMC is a golden asset for the acquisition world, and we need to work to keep it vibrant and agile.

The education of our acquisition workforce should be one of our highest priorities. It is high leverage and translates directly into better defense systems and increased power for the Nation. DSMC has been the spearhead for spreading our acquisition reform initiatives, developing practical implementation methods, and taking them into the program offices. I'm particularly pleased with DSMC's emphasis on continuing education for our program managers. The College is set up not simply to graduate students, but to provide "service after the sale." The Executive Program Management Course is a good example.

— R. Noel Longuemare, Principal Deputy Under Secretary of Defense (Acquisition and Technology), 1996

Professors Gustave Zader, Anthony J. (Tony) Rymiszewski, and George P. Noble, III



Dean of Faculty Richard H. Reed (standing) at Faculty Division Department chair meeting

NO TDY, NO QUOTAS, NO SENIORITY, NO TIME AWAY FROM OFFICE: THE CPM/ISP COURSE

In 1982, DSMC introduced our first individualized, self-paced (ISP) course, that allows a student to take for credit without having to attend a regular course presentation. The course was Contractor Performance Measurement (CPM), a subject taught for more than a decade on campus. The updated version, Contract Performance Management Fundamentals Course, is still available by correspondence.

In 1988, the DSMC Commandant, Major General Lynn H. Stevens, USA, honored 176 employees and two others who had completed the CPM correspondence course at the Hercules/Allegany Ballistics Laboratory (ABL) in West Virginia. Stevens noted that "of all of the 3,200 graduates [of CPM] to date, ABL's final exam scores were within the top ten percent."

Other DSMC correspondence courses currently available are Basic Software Acquisition Management Course (BSAMC), and Systems Acquisition Funds Management Course (SAFMC).

Professor Emeritus J. Stanley Baumgartner



IF YOU HAVE
Weapon system acquisition experience
 plus
ability to teach at the professional level
 and/or
ability to conduct research
YOU MAY QUALIFY
FOR CHALLENGING
ASSIGNMENTS



Professor of Systems Acquisition Management
Professor of Financial Management
Professor of Engineering Management
 in either the
School of Systems Acquisition Education
 or the
Department of Research and Information

AT THE DEFENSE SYSTEMS
MANAGEMENT COLLEGE



Middle managers from the Army, Navy, Air Force, Civil Service, and private industry attend DSMC courses to improve their effectiveness in weapon system acquisition. As a professor at the College you will instruct, do research, and consult with the Department of Defense (DOD).

Salary range for these GS-14 excepted service positions is \$41,277 to \$53,661. For GS-15 excepted service supervisory positions the salary range is \$48,553 to \$63,115.

This is an excellent opportunity to make a valuable contribution to the efficiency of military systems acquisition at all levels. SF-171 position applications will be accepted from both civil service and industry employees.

Positions will be filled in each of the following areas:

- | | | | |
|----------------------|----------------------|----------------------|------------------------------|
| —Systems engineering | —Test and evaluation | —Contract management | —Cost estimating and control |
| —Logistics support | —Production | —Acquisition policy | —Funds management |
| | —Corporate finance | | |

For further information about the positions, the area, eligibility, or any other aspect of employment, contact:

Military District of Washington
 Personnel Staffing Specialist
 (703) 325-8839/8840
 AUTOVON 221-8839/8840

Defense Systems Management College
 Management Assistant
 (703) 664-2779
 AUTOVON 354-2779

Interested persons may send an SF-171 to:

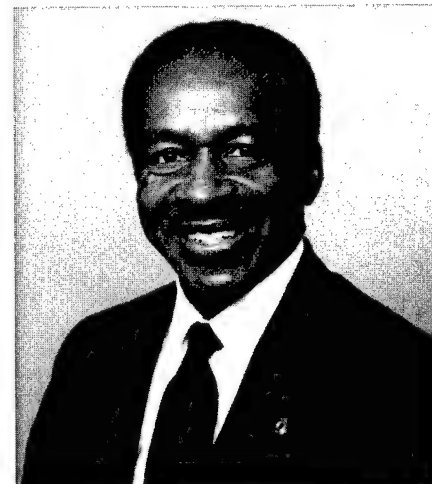
MDW Civilian Personnel Directorate
 Hoffman Civilian Personnel Office
 Attn: ANCIV-HPL
 200 Stovall Street
 Alexandria, Virginia 22332

An Equal Opportunity Employer M/F

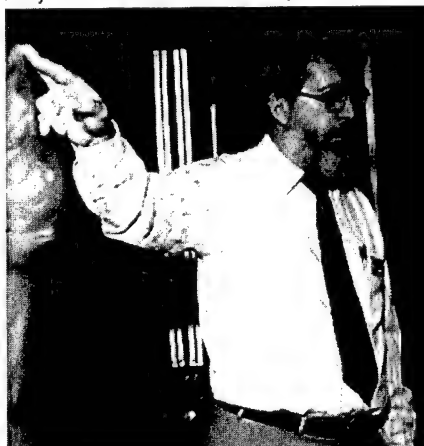
IN THE WALL STREET
JOURNAL

By 1977, DSMC had begun advertising in the Wall Street Journal and other newspapers to fill faculty vacancies in the major functional disciplines of program management. In seeking additional faculty members, the Commandant, Major General John G. Albert, Jr., USAF, said, "...DSMC professors must possess the highest professional capabilities within their area of expertise."

Professor Norman A. McDaniel



Professor Frederick J. Manzer



Professor Bernard H. Rudwick



THE DSMC-ICAF CONNECTION

In 1976, DSMC and the Industrial College of the Armed Forces (ICAF) began a long-term working relationship. A DSMC instructor team began conducting a weapons system acquisition course at ICAF, covering procurement, program management, contracting, cost implications, and financial and technical management. The ICAF began providing DSMC with expert lecturers in such areas as ethics, analytical techniques for decision making, and economic considerations in defense analyses. Both institutions began exchanging case studies.

In the past three years, DSMC has sent Professors Paul J. McIlvaine, Wilson "Chip" Summers IV, and Ernst P. (Pete) Vollmer to ICAF's annual Senior Acquisition Management course. Masters in Science degrees in National Resource Management are awarded.

THE DSMC BUDGET

From a modest start of \$1.2 million, the DSMC annual budget has steadily increased to respond to the needs of expanding customer requirements. The following figures indicate the progressive growth.

FISCAL YEAR	TOTAL (THOUSANDS)
1971	\$1,203
1974	1,645
1977	2,925
1980	4,498
1983	9,969*
1986	9,747
1989	13,805
1990	21,140
1992	25,168
1995	27,979
1996	28,037

*Includes O&M, RDT&E, and MILCON (Building 226 construction)

Left to right: Professors Jack D. Cash, George H. (Tony) Perino, Jr. and Wilson "Chip" Summers IV



As a defense official in the early 1970s, it was my privilege to come down to DSMC and address those early sessions - when we were still trying to figure out how to create a program management school. Over the years, I have continued a strong tie to the school (and served on several overview activities associated with it.)

Twenty-five years later, I can honestly say that there has never been a time in which the role of DSMC has been more critical. As we approach the 21st Century, it is absolutely essential that we be able to continue America's technological

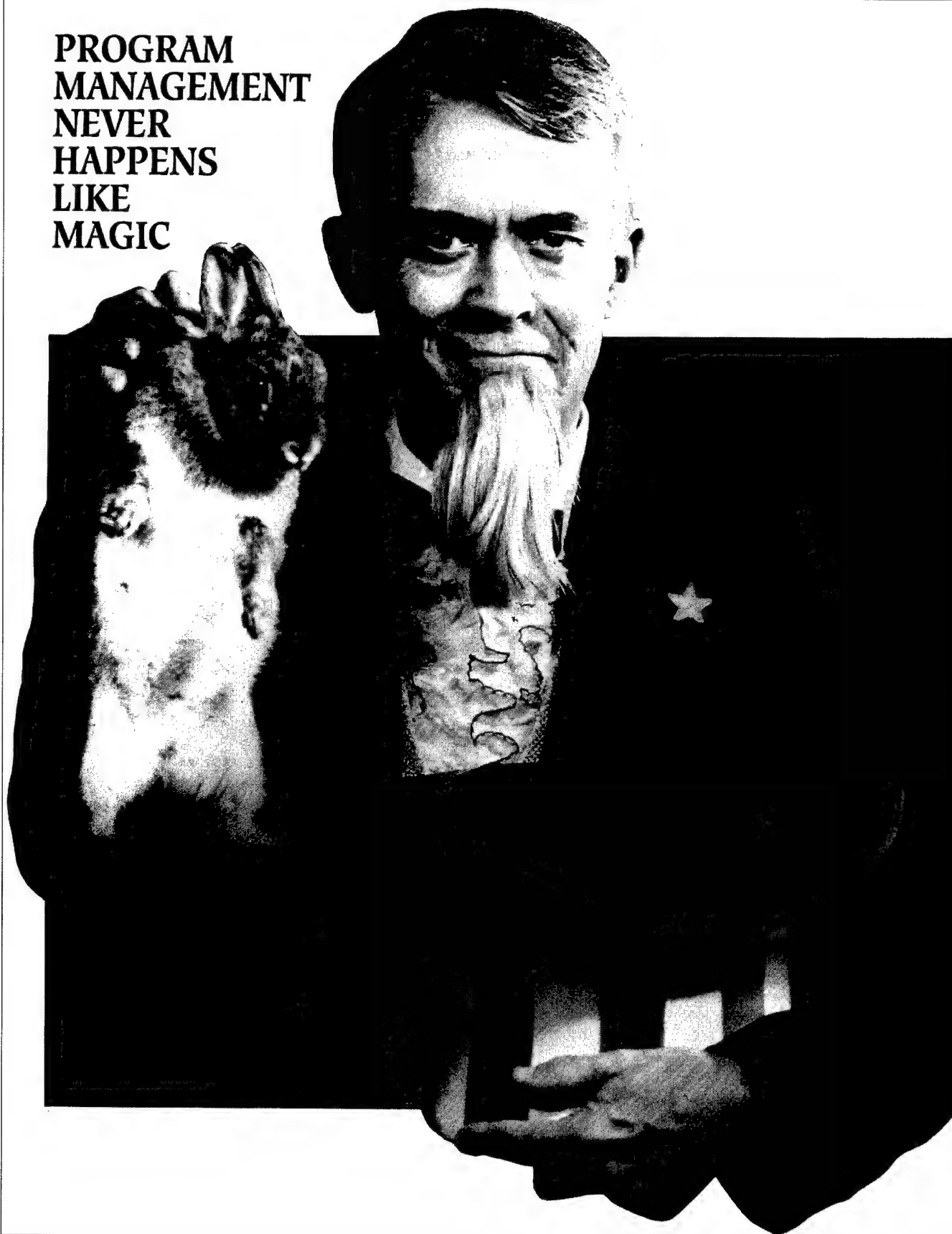
leadership in weapon systems, but to do it with far shorter cycle times and at dramatically lower costs. This is a formidable management challenge - but one at which we must succeed. DSMC is a critical element in bringing about this "revolution in business affairs" for the Department of Defense.

— Dr. Jacques S. Gansler, Executive Vice President, TASC, Inc.; Vice Chairman, Defense Science Board; and Chairman of the Board of Visitors, Defense Acquisition University, 1996



Professor Kenneth Kladiwa works the magic as Uncle Sam in a Program Manager ad for DSMC courses.

**PROGRAM
MANAGEMENT
NEVER
HAPPENS
LIKE
MAGIC**



THE HEART OF THE DSMC MISSION: ACADEMIC COURSES OF INSTRUCTION

THE GROWTH OF DSMC EXECUTIVE AND SHORT COURSES

(Selected Years, Selected Courses)

1977 (4)

Executive Refresher Course in Program Management

Systems Acquisition Management for General/Flag Officers

Industry Financial Management Course

Contractor Performance Measurement Course

1981 (11)

Executive Refresher Course in Acquisition Management

Systems Acquisition Management for General/Flag Officers

Major Systems Acquisition Policy in the DoD Course

Multinational Program Management Course

Program Management for Functional Managers

Contract Finance for Program Managers Course

Management of Life-Cycle Costs Course

Systems Acquisition Funds Management Course

Test and Evaluation Management Course

Management of Software Acquisition Course

Acquisition and Distribution of Commercial Products Course

Cost/Schedule Control Systems Criteria Course 74-5





1987 (17)

Executive Refresher Course

Systems Acquisition Management for General/Flag Officers

Program Managers Workshop

Business Managers Advanced Workshop

Technical Managers Advanced Workshop

Management of the Systems Acquisition Process Course

Business Management Course

Technical Management Course

Systems Acquisition Funds Management Course

Contract Finance for Program Managers Course

Contractor Performance Measurement Course

Management of Acquisition Logistics Course

Management of Software Acquisition Course

Multinational Program Management Course

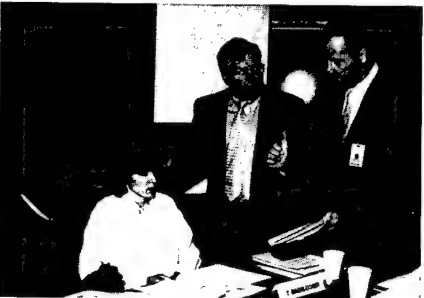
Defense Manufacturing Management Course

Fundamentals of Systems Acquisition Management Course

Program Managers Briefing Course



Professor William A. Erie, seated second from left



Professor Paul A. Alfieri (standing, left)

Multinational Program Management Course, 1975





1992 (22)

Acquisition Basics Course

Advanced International Management Workshop

Contractor Finance for Program Managers Course

Contract Management for Program Managers Course

Contractor Performance Measurement Course

Defense Manufacturing Management Course

Executive Management Course

Executive Refresher Course in Acquisition Management

Fundamentals of Systems Acquisition Management Course

Introduction to Software Management Acquisition Course

Management of Acquisition Logistics Course

Management of Software Acquisition Course

Multinational Program Management Course

Selected Acquisition Report Course

Systems Acquisition for Contracting Personnel Course

Systems Acquisition Funds Management Course

Systems Acquisition Management for General/Flag Officers

Systems Engineering Management Course

Technical Managers Advanced Workshop

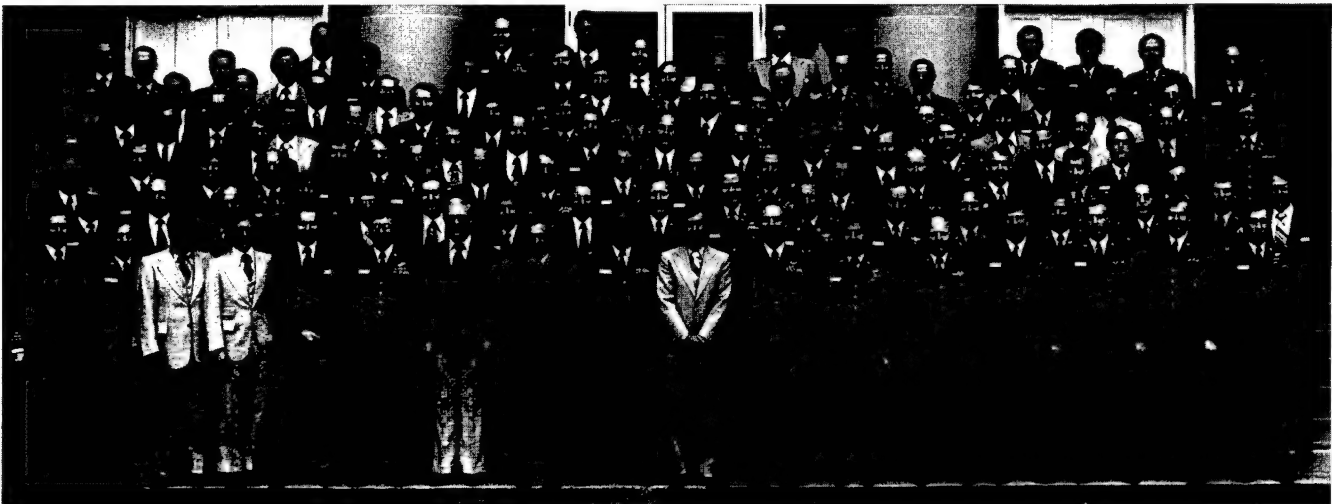
Test and Evaluation Management Course

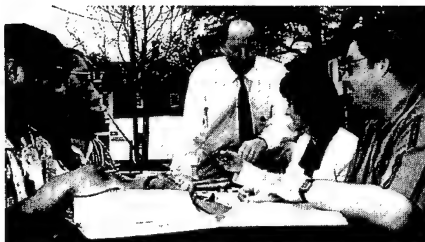
Total Quality Management Course

Total Quality Management Workshop



Multinational Program Management Course, 1979 (Oh, how we grew!)





CDR James R. Keim, USN, standing

1996 (31)*

Advanced International Management Workshop (1990)

#Advanced Production and Quality Management Course (1994)

Advanced Software Acquisition Management Course (1996)

#Advanced Systems Planning, Research, Development and Engineering Course (1995)

Basic Software Acquisition Management Course (Correspondence)

#Business, Cost Estimating, and Financial Management Workshop (1996)

Contract Performance Management Course (1973)

Contract Performance Management Fundamentals Course (Correspondence)

#Contractor Finance for Acquisition Managers Course (1983)

Executive Management Course (1988)

Executive Program Managers Course (1994)

Executive Refresher Course (1971)

Executive Test and Evaluation Management Course (1995)

#Fundamentals of Systems Acquisition Management Course (1987)

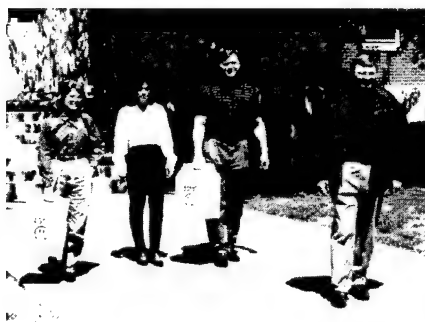
#Intermediate Acquisition Logistics Course (1996)

#Intermediate Contract Performance Management Course (1996)

Intermediate Software Acquisition Management Course (1991)

#Intermediate Systems Acquisition Course (1994)

#Intermediate Systems Planning, Research, Development and Engineering Course (1995)



Army Acquisition Executives workshop, 1988.

Commandant Brig Gen Charles P. Cabell, USAF, front row, left. Professor John R. Snoderly, front row, right.





- #Intermediate Test and Evaluation Course (1995)
- International Security and Technology Transfer/Control Course (1995)
- #Introduction to Acquisition Workforce Test and Evaluation Course (1995)
- Multinational Program Management Course (1978)
- Overhead Management of Defense Contracts Course (1995)
- Program Manager Survival Course (1996)
- #Selected Acquisition Report Course (1989)
- #Selected Acquisition Report Review Course (1995)
- Systems Acquisition for Contracting Personnel Course (1989)
- #Systems Acquisition Funds Management Course (1977)
- Systems Acquisition Funds Management Course (Correspondence)
- Systems Acquisition Management for General/Flag Officers Course (1974)



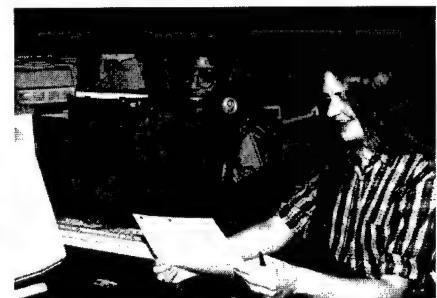
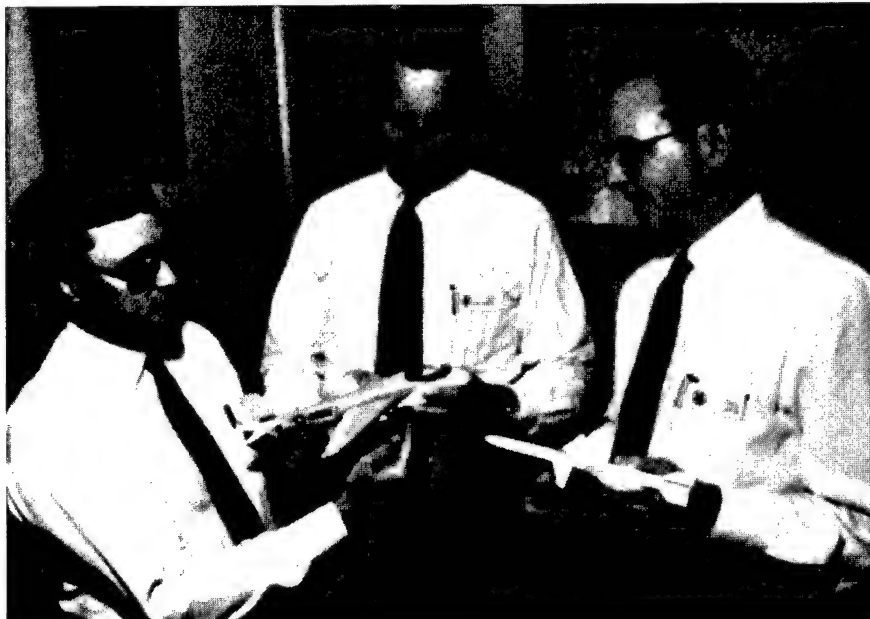
* FY first offered; recent courses may be restructured or name-change versions of earlier courses
 # Course required for certification in acquisition career field



Distinguished guest speaker Jonathon Etherton, center, Professional Staff Member of the Senate Armed Services Committee, visits with students of the Systems Acquisition Management for General/Flag Officers Course



Executives-in-Residence John H. Hickok, Robert H. Stryjewski and Frederick L. Ayer



MOUSETRAP PROJECTS TEACH CONCURRENT AND SYSTEMS ENGINEERING

A popular elective in the Program Management Course from 1988 to 1995 is the Stored Energy Ground Vehicle program known as "Mousetrap." Now a required part of the APMC curriculum, its objective is to train future program managers in the application and power of concurrent engineering and the systems engineering process, and to provide a critically important industry perspective to program management. Mousetrap has advanced from using single commercial mouse traps to virtual prototyping and computer-aided systems engineering tools.

Mousetrap teaches students how to design, develop, and manufacture an end item, in this case, a mouse trap-powered wheeled vehicle. Instructors evaluate student teamwork, ability to extract requirements from source documents, and presentation skills. The final product test and evaluation is a competitive 4-hour "run-off." Classic mousetraps are displayed in the Acker Library. The program is administered by Professor Robert H. Lightsey in the Systems Engineering Department.

Professors Randy C. Zittel, CDR William R. Lankford, USN, and Lt Col William A. Acree, USAF



A "mousetrap" vehicle in the works



THE ABILENE ROOM

Now completely restructured as the Management Deliberation Center in Building 202, the space originally was a small amphitheater-style auditorium and DSMC's first large classroom, seating nearly 100 people. In 1974 it became the Abilene Room, a name selected by the PMC 74-1 class, after the popular behavioral science lecture of Dr. Jerry Harvey called the "Abilene Paradox."



The Abilene Room, now the Management Deliberation Center

FACULTY MAINTAINS REAL-WORLD CURRENCY THROUGH VISITS TO PROGRAM MANAGEMENT OFFICES

Sending DSMC faculty back into the "real world" to maintain currency began in 1974 with faculty visits to program management offices. The purpose was to support the program of instruction, to formulate a strong and effective research program responsive to program manager needs, and to maximize the use of college capabilities.

Visits of this nature, and resulting consulting projects and other contributions to improve the acquisition process, have continued to this day. Under the professional development program, DSMC faculty have been detailed for extended periods to the Pentagon, other offices, and process action or study teams, not only to learn, but to provide subject matter expertise.

In 1980, the faculty began two-week sessions training with industry when 20 members visited Hughes Aircraft Company in Los Angeles. The object was to present accurately the relationship between government and industry and increasing faculty understanding of why defense contractors are in business and how they operate. Each faculty member brought back real-world experiences which enriched their teaching and research applications.



Professor Richard A. Stillman (standing)
in Boston, MA

DSMC REGIONAL CENTERS

The four Regional Centers are a vital part of DSMC and are located at major acquisition management centers. Nearly half of all DSMC students attend the Regional offerings.

Regional Centers offer the following short courses:

Executive Test and Evaluation Management Course

Fundamentals of Systems Acquisition Management Course

Introduction to Acquisition Workforce Test and Evaluation Course

Intermediate Systems Acquisition Course

Intermediate Test and Evaluation Course

Overhead Management of Defense Contracts Course

Systems Acquisition Funds Management Course



St. Louis, MO

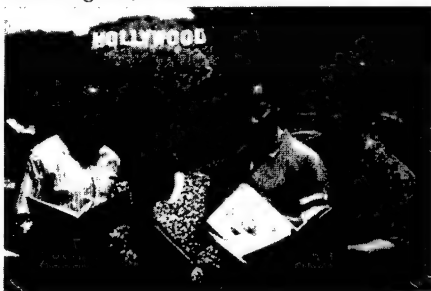
DSMC CENTRAL REGION

4300 Goodfellow Blvd
Building 104F
St Louis, MO 63120-1798
DSN 693-1142
or (314) 263-1142
FAX (314) 263-1719
Dr. Julius Hein, Director
heinjuliu@dsmc.dsm.mil
Patty Predith, Regional Assistant
predith-patty@dsmc.dsm.mil

DSMC EASTERN REGION

29 Chennault Street
Hanscom, AFB MA 01731-1706
DSN 478-3583/3593
or (617) 377-3583/3593
FAX (617) 377-7090
Richard A. Stillman, Director
stillman-rich@dsmc.dsm.mil
Debbie Golden, Regional Assistant
golden-debra@dsmc.dsm.mil

Los Angeles, CA



DSMC WESTERN REGION

2420 Vela Way Suite 1467
Los Angeles AFB
El Segundo, CA 90245-4659
DSN 833-1159/1219
or (310) 363-1159
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DSMC SOUTHERN REGION

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REGIONAL DIRECTORS



Joseph H. Schmoll
New Director
Southern Region
Huntsville, AL



Gerald J. Chasko
Former Director
Western Region
Los Angeles, CA



Dr. Julius Hein
Current Director
Central Region
St. Louis, MO

Robert L. Tate
Current Director
Western Region
Los Angeles, CA



Richard A. Stillman
Current Director
Eastern Region
Boston, MA



REGIONAL ASSISTANTS



*Patty Predith
Central Region
St. Louis, MO*



*Tina Callahan
Eastern Region
Boston, MA*

*Lisa George
Western Region
Los Angeles, CA*



*Doreen Jurgielewicz
Southern Region
Huntsville, AL*





In St. Louis . . . Dennis E. Struck (left) receives his "oversize diploma" from Dr. Julius Hein, Director of the Defense Systems Management College Central Region. Mr. Struck was the 500th student to be graduated. U.S. Army Photo by Gary Cooper



Professor Wilbur V. Arnold
Former Director
Eastern Region
Boston, MA

The late Dr. Samuel S. Staley III
Former Director
Western Region
Los Angeles, CA



Artist rendering of the new Sparkman Center Complex at Huntsville, AL, home to the DSMC Southern Region.



...It is encouraging to note that the Services are sending outstanding students. The graduates of this school are proving to be better managers after learning the improved management techniques and practices taught here.

— Dr. Gerald P. Dinneen, Assistant Secretary of Defense (Communications, Command, Control and Intelligence), at DSMC, 1977



DSMC COMPLIMENTED IN 1974 STUDY BY DoD COMMITTEE ON EXCELLENCE IN EDUCATION

The DoD Committee on Excellence in Education, formed in 1974 to review and evaluate senior service colleges, complimented DSMC on the role we were performing. One finding was that a fundamental difference in perspective existed between DSMC and the Industrial College of the Armed Forces. Basically, DSMC courses were fixed on the defense acquisition process, while ICAF's perspective had national policy and global implications. Little has changed since.

INVOLVEMENT IN INTERNATIONAL ACQUISITION EDUCATIONAL MATTERS GIVES DSMC GLOBAL PRESENCE

The College began formal international involvement with a series of bilateral seminars on international program management with Germany in 1983 at Fort Belvoir. Following the 1985 and 1987 seminars in Germany and Fort Belvoir, the United Kingdom and France became interested, leading to the formation in 1988 of the International Defense Educational Arrangement (IDEA) between the United States, Germany, and the United Kingdom. France joined in 1991.

The IDEA brings together the equivalent defense acquisition education institutions with mutual goals to improve the economy, efficiency, and effectiveness of international training and education. The member institutions besides DSMC are the Royal Military College of Science (RMCS), U.K., the Federal Academy of Defence Administration & Technology (BAkWVT), Germany, and the Centre d'Enseignement et de Formation d'Arcueil (CEFA), France. Commandant Brigadier General Richard A. Black, USA, is DSMC's representative on the IDEA. Professor Richard Kwatnoski, Director of International Acquisition Courses, is the staff representative.

The principal product of IDEA is the annual seminar and proceedings. This interface is a unique opportunity for U.S. and European acquisition personnel to be updated on international acquisition policies, and to work together on relevant problems in a quasi-academic atmosphere. The most recent conference was held in 1995 at DSMC.

The DSMC has a long history of studying international acquisition projects, beginning with NATO/European projects in the 1980s. A recent study of successful projects with the Pacific Rim nations of Australia, Japan, and South Korea was later published in Acquisition Review Quarterly. In the early 1990s, IDEA provided the collaborative framework for examining the 3-volume study sponsored by DSMC's Professor Franz A. P. Frisch titled, *The Effects of a Scale-Down in Defense Budgets*, an important tool for players in contemporary international defense policy.

The DSMC was a key player and contributor in increasing U.S.-Federal Republic of Germany acquisition management cooperation in the 1980s. Under a Memorandum of Understanding reached between Assistant Secretary of Defense Frank Cevasco and Ministerial Councillor Hans J. Dohmgoergen, the two nations began a mutual exchange of acquisition information, a mutual, systematic education process involving government and industry and educational institutions, and application of these results to acquisition policies and procedures. Central to the effort were DSMC's new Multinational Program Management Course, and the FRG's new course, International Program Management, offered by the BAkWVT at Mannheim. The efforts yielded positive effects on successfully managing US-FRG programs such as Patriot, MLRS, TOW, RAM, and AMRAAM.

Until the late 1980s, when DSMC launched the Advanced International Management Workshop, no education program existed for our international negotiators in defense-related agreements with Allies. The workshop was designed to cover all aspects of the negotiation of the MOU cooperative agreements, including subjects such as international negotiation, acquisition management, preparation for negotiations, ethical considerations, cultural sensitivity, and dispute resolution.

The Multinational Program Management Course and International Security and Technology Transfer/Control Course are DSMC's other international courses. The MPMC, begun in 1978, helps students understand competencies necessary to participate

in international programs, emphasizing armaments cooperation, and the need to enhance rationalization, standardization, and interoperability with our Allies. The ITSTT/CC provides the acquisition professional with a comprehensive review of security and technology transfer and control issues. It began in 1995.

Foreign students have been accepted at DSMC courses for years, but originally they were not admitted because it was felt they would inhibit open discussion. Contacts with foreign nations began before DSMC was two years old but consisted primarily of briefing campus visitors on the U. S. acquisition policy and process. Beginning in 1979, visits with Allies were often exchanged.



Advanced International Management Workshop, shown left to right: Walter Henderson, Jerry Cooke, and Professor Richard Kwatnoski

HERMANN PFRENGLE SERVED YEARS AS POINT MAN FOR DSMC-GERMAN ACQUISITION EDUCATION RELATIONS

Hermann O. Pfrengle, who retired in 1994 after some 25 years of service to the government of the Federal Republic of Germany, has been a DSMC visiting lecturer since the late 1970s. Under a special contract, he also worked previously for the U. S. Government for 15 years in Germany and the United States. For most of his career, Mr. Pfrengle served with the Ministry of Defense liaison offices with DoD activities in the Washington area. Besides frequent presentations to students in DSMC's international courses, which he continues today, he also authored articles for Program Manager magazine and served as an official

"point man" for DSMC-FRG relations. In 1988, DSMC named Mr. Pfrengle an Honorary International Professor.

Hermann O. Pfrengle, Federal Republic of Germany



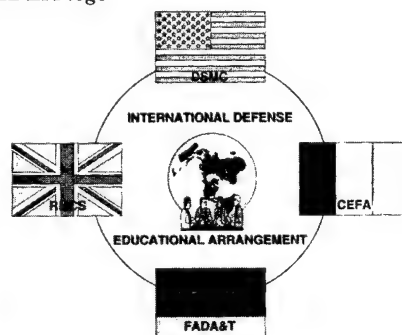
MANY VARIED AGENCIES, COMPANIES, AND NATIONS PROVIDE DSMC WITH STUDENTS

Most DSMC students naturally represent the Military Services. But among our approximately 77,000 students are thousands whose stations are elsewhere in DoD, in other federal agencies, from the defense industry, and Allied and other friendly nations. Eighteen other DoD components and federal agencies have sent students, including the Central Intelligence Agency, General Accounting Office, and National Aeronautics and Space Administration. Well over 150 companies are represented, ranging from the defense giants McDonnell Douglas and Lockheed Martin, to ARINC Research Corporation and the Cubic Corporation. Members of the North Atlantic Treaty Organization have continuously sent students. Other countries include South Korea, Saudi Arabia, Egypt, Pakistan, Australia, Japan, and Sweden.



Foreign students have attended DSMC courses for years.

IDEA logo





Professor Jan Menker in the Abilene Room.

"IT DEPENDS" — ON "THE SCHOOL SOLUTION"

Traditionally DSMC students have received one standard tongue-in-cheek answer to any question on acquisition directed to faculty members in the classroom: "It depends." Given only partly in jest, the response means there are many variables to be considered in any number of situations, and depending upon which and where one aligns with another, "you have your choice."

Another tradition deals with DSMC faculty overseeing case studies and other class exercises. On receiving student brief-outs, here the faculty artfully dodges (or at least deflects) the matter of what proposal for problem solving is "right" versus "wrong." By announcing that there is no "school solution," the students therefore are placed on their own initiative (but guided) to generate reasonable answers.

DSAM COURSE DESIGNED FOR INDUSTRY PROGRAM MANAGERS


At the request of the American Defense Preparedness Association, DSMC in 1991 produced a course on the defense acquisition process to be offered to industry officials. The course, called Defense Systems Acquisition Management (DSAM), is tailored for program managers and mid-level managers needing an introduction to government acquisition policies and procedures. The course is offered on demand outside of the Washington area and remains popular to this day. Course directors have been Professors Charles B. Cochrane and Gary J. Hagan.

CALL NOW!

**THE DEFENSE SYSTEMS
MANAGEMENT
COLLEGE
HAS
INDUSTRY
STUDENT
VACANCIES**

**FOR
PROGRAM
MANAGEMENT
COURSE 93-1**

25 JANUARY - 17 JUNE 1993



LINDA STILTNER

TUITION
IS WAIVED
FOR
ELIGIBLE
STUDENTS.

LEARN THE
ACQUISITION
PROCESS
FROM THE
BUYER'S
SIDE.

Ads in Program Manager magazine solicit industry students with the added incentive of free tuition.



Advanced Program Management Course Director Lt Col Daniel J. Simek, USAF, (left) leads APMC first birthday party, 1996. Also shown are: Janet Vincent, Bettina Thomas, Linda Garnish, Professors Mike Denny and George Merchant



Linda Stiltner (standing) at the Graduate Study Fair, held for each Program Management Course



ACADEMIC ACCREDITATION FOR DSMC COURSES

The American Council on Education in April 1980 issued the first credit recommendations for DSMC's Program Management Course, Industry Financial Management Course, and Program Management for Functional Managers (Program Management for Contract Administrators) course.

The PMC credits given were: Upper-division baccalaureate, 3 semester hours in production and operations management; 1 in general management; and 2 in managerial finance. Graduate level, 9 semester hours in defense program and project management. If the student has already taken Program Management for Functional Managers, only 6 semester hours additional credit are recommended.) Today's graduate-level credit for successful completion of our former 20-week PMC can be applied to specific degree programs at the below institutions. Evaluation of the new Advanced PMC for graduate-level credit is pending.

Institution	Number of Credits
Catholic University Department of Civil Engineering Master in Engineering Management	9 Semester Hours
George Washington University Department of Engineering Management Master of Engineering Management Master of Science in Information Management	9 Semester Hours
University of Maryland University College Master of Science in Engineering Management	6 Semester Hours
Strayer College Master of Science in Business Administration	13.5 Quarter Hours
George Mason University Master of Arts in Interdisciplinary Studies	9 Semester Hours
Webster University Master of Management Master of Procurement and Acquisition Management	9 Terms Hours
University of Southern California School of Public Administration Washington Public Affairs Center Master of Public Administration in Program Management Doctor of Public Administration	8 Semester Hours



Professor Robert F. Burnes, center

Florida Institute of Technology
 Florida Institute of Technology Center
 Master of Science in Contract and
 Acquisition Management
 Master of Business Administration
 Master of Science in Management
 Master of Science in Systems Management
 Master of Science in Material
 Acquisition Management

12 Quarter Hours

Marymount University
 Master of Business Administration

9 Semester Hours

Central Michigan University
 Merrifield Center
 Master of Science in Administration

9 Semester Hours

Capitol College
 Graduate School of Systems Management
 Master of Science in Systems Management

9 Semester Hours

Professors Paul J. McIlvaine, John D. Elliott, and Clarence (Chuck) H. Steen, 1983

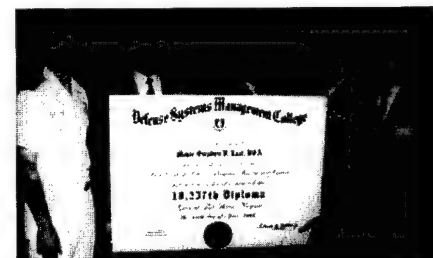


Provost Edward Hirsch, Gibson G. LeBoeuf, CAPT Daniel E. Brown, USN, and Dr. Adelia E. Ritchie



THE LAST PMC DIPLOMA

A name ending in "Z" usually means that MAJ Stephen Zaat, USA, will be last in virtually any alphabetical ranking. However, in the case of the Program Management Course 95-1 graduation at Fort Belvoir's Wallace Theater on 9 June 1995, MAJ Zaat enjoyed the distinction of receiving a very special diploma – the last diploma awarded to a graduate of DSMC's 20-week PMC. Presenting the diploma are Commandant Brig Gen Claude M. Bolton, Jr., USAF, (second from right) and former Commandant MG Lynn H. Stevens, USA (Ret) (second from left).



Program Management Course field trip to Capitol Hill



BEDROCK AND FLAGSHIP: THE DSMC PROGRAM MANAGEMENT COURSE

...In the PMC I learned enough in each discipline to appreciate who in the project had the in-depth knowledge, and when I need additional help. I take every opportunity to send people from my project to appropriate courses as DSMC.

— Colonel Stanley D. Cass,
USA, Project Manager, HELL-
FIRE/GLD, PMC 79-2

*Graduates of Program Management
Course 71-1*



The Program Management Course (PMC), the bedrock of this institution, began in August 1971 as PMC 71-1. Sixty students, 20 each from the Army, Navy, and Air Force, attended the 20-week course. From this modest first offering, the course now educates 420 students per class as the Advanced PMC, (APMC) and is internationally known as DSMC's flagship course.

The purpose of the PMC was, as the name states, to educate military and civilian personnel in effective program management. Its basic premise has been strengthened and expanded over the years. The early course description, which through updates basically still applies, was:

The course offers instruction in the fundamentals of program management and its most effective methods. It lays stress on identifying and solving typical program/project management problems, and maintains a close relationship between these problems and the curriculum. It allows students to study

the theory of management and to familiarize themselves with the practices and problems of program/project management operations.

Students selected for the early PMCs had to be in the O-4 rank or above (civilians of equivalent grade) and were either 1) occupying or selected for intermediate or junior program management positions, 2) from higher echelon offices supervising programs, 3) personnel exhibiting promise for future senior positions, or 4) selected equivalent personnel from other federal agencies and industry, space permitting. Students were assigned to small work groups and given study rooms. Until 1976, when DSMC occupied Building 204, most PMC classes were held in Building 202 in the former Abilene Room, now the Management Deliberation Center.

The Resident School, directed by Captain John R. Johnson, USN, conducted the course. He planned, organized and scheduled the faculty workload and determined requirements for contractor support. Through 1972, before DSMC

My DSMC experience, both formally in the classroom, and informally with my fellow students, provided an invaluable opportunity to quickly gain a broad understanding of the DoD acquisition process. DSMC is a top-rate, dynamic school of learning that clearly provides prospective project managers with a head start in mastering a very challenging and rewarding career field.

— Colonel Edward R. Baldwin, Jr., USA, Project Manager, Single Channel Ground and Airborne Radio Systems, PMC 80-2



REPORT TO A SCHOOL — GRADUATE FROM A COLLEGE

When the 124 students of PMC 76-2 reported in July 1976 for duty, their orders read "to the Defense Systems Management School." Twenty weeks later their diploma read "from the Defense Systems Management College." Their upgraded status was affected by the official name change during their stay.



assembled adequate faculty, the School retained five contract instructors and course designers.

The second PMC class, PMC 72-1, had several significant firsts. The class had the first woman student, Mary E. Buckley, of the Air Force Logistics Command, and the first industry student, John A. Gruver of Westinghouse Electric Corporation. Student field trips to industry and Capitol Hill began. The former was dropped when the Advanced PMC schedule shrunk to 14 weeks in 1995, but the latter remains as a highlight of the PMC experience. The practice of formally recognizing outstanding students as "distinguished graduates" also started with PMC 72-1 and continued until 1975, when it was discontinued to focus on teaming efforts. The Marine Corps' first student was in PMC 74-1.

Some 476 learning hours were devoted to classes in the early years. The core program included:

- Overview of systems acquisition management;
- Systems/decision analysis;
- Contract management;
- Program financial management;
- Systems/logistics/production;
- Interpersonal relationships; and

- Industry program management.

The key ingredient of the Management Laboratory Program was "System X" case study, or "SX." The early SX case, based on the actual case histories, was designed to provide a single continuous thread through the entire acquisition life cycle. It focused on key management decision points using computer-aided instruction, and carried the original notional name "Conqueror Missile System." Other elements of the laboratory curriculum were: program management simulation; program management decision briefing ("pit brief"); introduction to computer science; and introduction to information systems.

Other hours were spent on distinguished guest lectures and an individual study research program. As expected, the academic emphasis has matured, and the number of hours has fluctuated. The SX case, which continued to use the same basic learning scenario for years, and the laboratory concept, have long since passed, as have blocks of instruction on computer science and information systems. But, the core program remains in one form or another, even though its number of hours decreased from 278 in mid-1979 to 207 in early 1982. By then, the core had added blocks on contractor financial management, test





Lt Col Matt Gillis, USAF, Professor George Merchant, Bettina Thomas and Sinatra Jackson of the Program Management Course Department.

Prior to attending the PMC at DSMC, I tended to live in a very narrow world....Now I have a feel for the frustrations and problems encountered in the acquisition process, and I believe that knowledge will help me do a better job.

— Rebecca Dubuisson, PMC 85-1

Honorable Norman R. Augustine
Under Secretary of the Army



and evaluation management, program cost management, manufacturing management, and effective communications, and had dropped blocks on systems/decision analysis and industry program management. Today the total hours are 506.

At the graduation of PMC 76-1, the largest class to date, 123, Under Secretary of the Army Norman R. Augustine (a frequent distinguished guest speaker for 20 years) told the graduates, "You could not have chosen more exciting, rewarding, fields to pursue." The DSMC Commandant, Major General John G. Albert, USAF, said the class size "reflects the increased emphasis by the Office of the Secretary of Defense and the Services on assuring that the key leaders of the country's most important programs have all the background of quality education they need."

Duty assignments for PMC 76-1 included the M-60 Tank Development Project, the Phalanx Air to Surface Missile Defense Project, SAM-D, HELLFIRE Missile System, the F-15 and F-16 as well as orders to headquarters and staffs. Several members eventually served on the DSMC faculty, including Lieutenant Commander Gerald J. Chasko, USN, DSMC's first Boston Regional Center director, Joseph T. Cianfrani, and Major John R. Bramblett, USA.

When PMC 76-2 ended, the cumulative 809 PMC graduates represented about 15 percent of the defense acquisition management community. The average number graduating in the three classes from mid-1977 to late-1978 was 119. Twenty five were from industry.

Employing feedback surveys and interviews of PMC graduates are methods used periodically to measure the course's effectiveness and make necessary revisions. The first such survey was in 1975. It found that 92 percent of PMC

graduates would continue to seek acquisition assignments. Ninety-two percent of the military graduates and 77 percent of the civilians indicated they were able to use their DSMC education effectively. Additionally, 59 percent of the Executive Refresher Course graduates, usually taken after PMC, were serving, or had served, as program managers.

By our sixth year, some 88 percent of the PMC graduates were serving in acquisition assignments. Of the 170 or so major programs reporting to acquisition command levels or above, more than half of the program managers and deputies had completed one or more DSMC courses. A 1985 survey showed 93 percent of graduates responding were in an acquisition management position, and 83 percent felt PMC had a very positive effect on their career and professional opportunities. The academic areas having the highest impact on their jobs were effective communications, principles of program management, and contract management. A 1988 survey showed the same percentage (93) of graduates held or had held program management positions during the period surveyed. By 1987, the breakdown of graduates by Service was Army, 36 percent of graduates; Navy, 23 percent; Air Force, 38 percent; and Marine Corps, 4 percent. Military students had outnumbered civilians by more than 2 to 1. The percentage of graduates in acquisition-related assignments rose to 98 percent by 1991, with 43 percent being in program management positions.

By 1983, the PMC instructional method had evolved into a modular teaching approach. Rather than interspersing lessons on functional area subjects throughout the course, PMC 83-1 and follow-on classes were taught in one-week blocks in those four functional areas. Students focused attention on one module at a time. The 498 hours allotted the modules were utilized in policy and organizational

The education and experience I received at DSMC enhanced my performance and career potential. The College prepared me to organize, integrate, energize, and expedite acquisition programs. DSMC provided the experience necessary to bridge the gap between the technique needed for leading troops and that required from managing the acquisition process.

— Colonel Floyd H. McAfee, USA, U. S. Army Training and Doctrine Command systems manager, PMC 81-1



CAPT Steven G. Kupka, USN, Dean, Program Management Education Division, 1991-93

Professor William W. Bahnmaier (center) helps Advanced Program Management Course 95-2 students pack for their duty stations early because of government-wide furlough.



management, 92; business management, 112; technical management, 115; acquisition laboratory (SX), 85; field trips, 47; guest lecturers, 30; and examinations, 17.

By 1984, the PMC was designed for mid-level managers as a study of program management from the DoD program manager's point of view. Instruction was experiential in nature to increase the student's ability to manage successfully an acquisition program through functional knowledge, case studies, lessons learned, and a series of student-interactive decision exercises. The curriculum stressed a strong understanding of DoD acquisition policies and procedures, and depended upon group effort in preparing issues, performing analyses, and generating alternatives.

Student evaluation procedures in 1986 were based on the "whole-person" concept, which considered academics, writing and speaking skills, classroom participation, leadership, and attitude. Passing four progress examinations and a final oral comprehensive examination was required. The modular concept continued for several years, setting the stage for a 1988 conversion to an Enhanced PMC. That course added the requirement for students to take electives, an alternative targeted for proficiency pre-tested students since 1986, and included the acquisition management competencies required of a graduate.

By 1990, the PMC was being offered in two parts. The 6-week Part I was for students needing fundamentals before proceeding into the more advanced Part II. Students well grounded in fundamentals could enter for the 14-week Part II. The PMC returned to an integrated 20-week format in 1991. The separate Part I was no longer offered, but a new 4-week Acquisition Basics Course provided a detailed introduction to the process. Former Part I graduates were then selected to complete PMC in two special Part II offerings that year. The

ABC later evolved into the Defense Acquisition University-mandated 4-week Intermediate Systems Acquisition Course. An Individual Learning Program of electives and other learning tailored to a student's personal needs was initiated in 1991.

Of note were more "firsts" in the 1993 classes. Among the 419 graduates of PMC 93-1 was the first husband and wife duo graduating together: Mike Niggel, SAIC Corporation, and Major Toni Arnold, USAF. The first "legacy" student to graduate, Bob Steele, received his diploma from his father, Bill Steele, a PMC 77-2 graduate. Captain Kate Paige, USN, PMC 93-2, was the first section leader whose spouse was a section leader in an earlier PMC class.

A snapshot of the PMC 93-2 class composition showed:

- 52 percent military, 48 percent civilians
- Average age, 41
- Average acquisition experience, 10 years
- Average military rank/civilian grade, O-5/GM-14
- 14 industry students, 2 Coast Guard students, 1 Allied exchange student from Turkey

By 1993, responding to requirements of the Defense Acquisition Workforce Improvement Act, the DAU, and other customers, Commandant Rear Admiral William L. Vincent, USN, envisioned the need to make substantive modifications to the PMC. He named a "DSMC '95" team to study and recommend this new direction. One of the results was a return to the 14-week PMC format - as the APMC - with an accelerated curriculum, longer classroom hours, and extensive use of case studies.

The APMC is based on a set of acquisition competencies established by the Acquisition Management Functional Board for Level III certification in the



CAPT Daniel E. Brown, USN

DIRECTORS OF THE RESIDENT SCHOOL AND ITS SUCCESSORS¹

CAPT John R. Johnson, USN
Director, Resident School, 1971-74

Dr. Frederick W. Forman III
Director, Department of Executive Management Courses, 1974-78

COL Charles E. Fields, USA
Director, Department of Program Management, 1978

COL Charles E. Fields, USA
Director, Department of Systems Acquisition Education, 1978-79

Col Elvin D. Isgig, USAF
Director/Dean, Department of Systems Acquisition Education, 1979-80

CAPT Michael A. Pearce, USN
Dean, School of Systems Acquisition Education, 1980-84

Col Thomas H. McCauley, USAF
Dean, School of Systems Acquisition Education, 1984-88

Col Andrew A. Zaleski II, USAF
Dean, Executive and Short Courses Division, 1991-95

CAPT Daniel E. Brown, USN
Dean, School of Program Management, 1993-Present

Program Management Career Field, and presumes the knowledge baseline of the ISAC. Subject areas include the competencies and functional disciplines – the DSMC teaching departments – of acquisition policy, contractor finance, cost/schedule management, contract management, funds management integrated logistics support management, managerial development, manufacturing management, principles of program management, software management, systems engineering, and test and evaluation.

The pilot APMC was conducted in early 1995, and the first full-fledged offering, APMC 95-2, entered in September 1995. Because of the Federal Government furlough situation in November, this class became the first not to complete the course on campus. Upon their return to duty stations and completion of all other requirements for graduation, the College sent diplomas to students. With the April 1996 completion of APMC 96-2, the total number of PMC graduates reached 11,156.

Lieutenant Colonel Daniel J. Simek, USAF, in the School of Program Management, is course director.

¹The Resident School and its successor organizations have been responsible for academic courses in program management and related acquisition disciplines.

Industry Chair George K. Krikorian; Brig Gen Gerald L. McKay, USMC (Ret), National Security Industrial Association; Col Andrew A. Zaleski II, USAF, Dean, Executive and Short Courses Division; and Thomas M. Crean, President, Defense Acquisition University.



THIS WAS 17 YEARS AGO

Times in defense acquisition program management have changed, but one wonders by how much. In 1979, Program Manager interviewed a former DSMC dean and acting Deputy Commandant, an Army colonel, about the role of women in program management. His response:

"Depending on your definition of a program manager, we have some today. The systems used by all three Services are capable of recognizing talent regardless of race, creed, color, or sex. I think the only reason we don't have a female manager of a major program so far is primarily because of the lack of program management experience in the female population because of past biases."



Program Management Course students on Pentagon field trip



INDUSTRY PROGRAM AND FIELD TRIPS SUCCESSFUL FOR 23 YEARS

The highly successful Program Management Course industry program, which included guest program manager speakers from government and industry, working lunch discussions with students, and field trips to industry and government facilities, began in 1972. A subcourse was started in 1974 to bring industry speakers to the campus. Because the new Advanced PMC went to a 14-week schedule in 1995, time constraints caused termination of the field trips, but government and industry program managers still meet on campus with students.

The industry program complemented classroom learning by allowing students to participate in an actual acquisition program and experience challenges confronting the DoD program manager and industry counterpart. The resulting interaction fostered an understanding of issues such as contractor costs, subcontractor arrangements, manufacturing requirements, and other management and personnel matters.

Originally the program consisted of student visits to industry sites. During the first three years, PMC students by individual Service visited program management offices at the:

- Army: Missile Command, Huntsville, Alabama; Tank Automotive Command, Warren, Michigan; Aviation Systems Command, St. Louis, Missouri; Martin Marietta Corporation, Orlando, Florida;

- Navy: Grumman Aerospace Corporation, Bethpage, New York; Newport News Shipbuilding and Drydock Company, Newport News, Virginia; A-7 Program, LTV Aerospace Corporation, Dallas, Texas; McDonnell Douglas Corporation, St. Louis, Missouri; S-3A Viking and P-3 Orion Programs, Lockheed California Company, Burbank, California.

- Air Force: 407L Tactical Air Control System Program Office, Hanscom Air Force Base, Massachusetts; F-15 Systems Program Office, Wright-Patterson AFB, Ohio; C-5A Program, Lockheed Georgia Company, Marietta, Georgia; A-10 System Program, Aeronautical Systems Division, Wright-Patterson AFB;

Below and right: Program Management Course student industry field trips



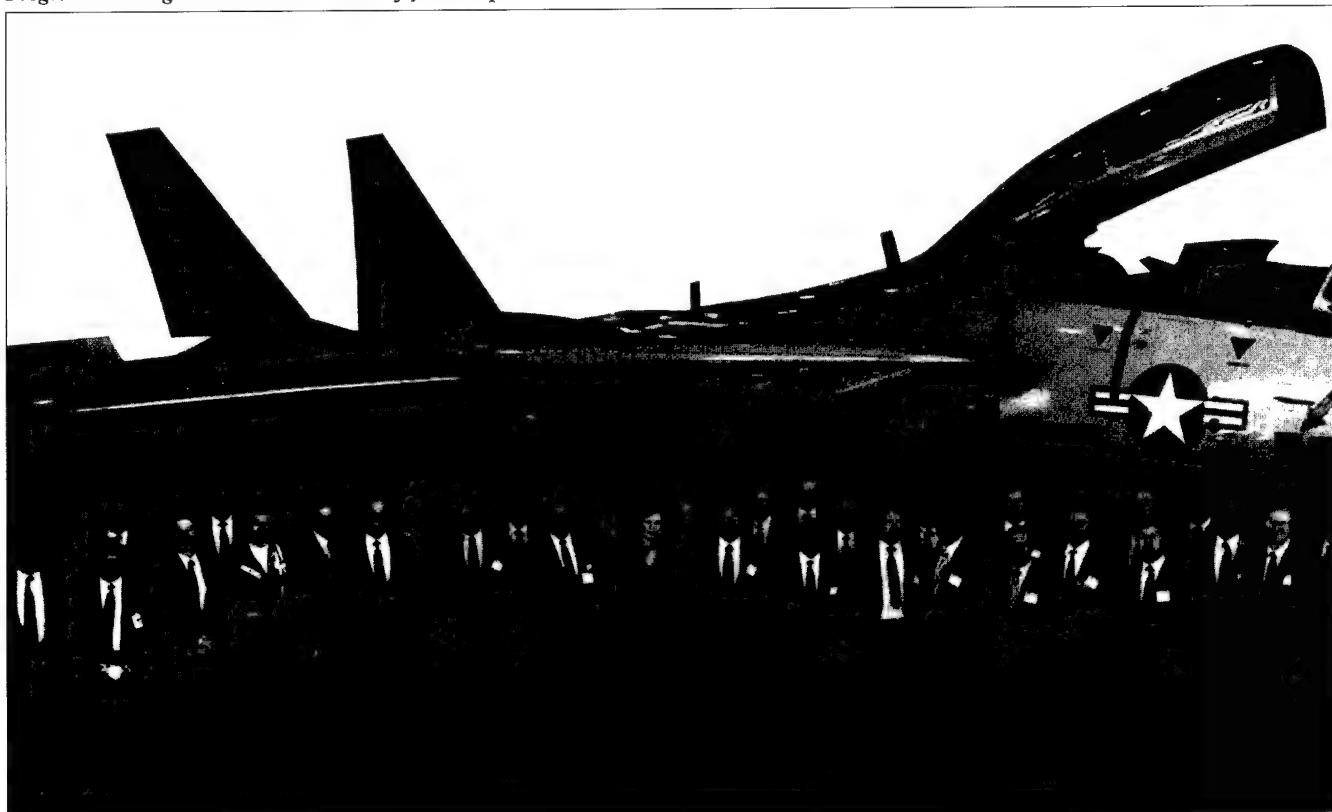
SRAM and AABNCP Programs, Boeing Aerospace Company, Seattle, Washington.

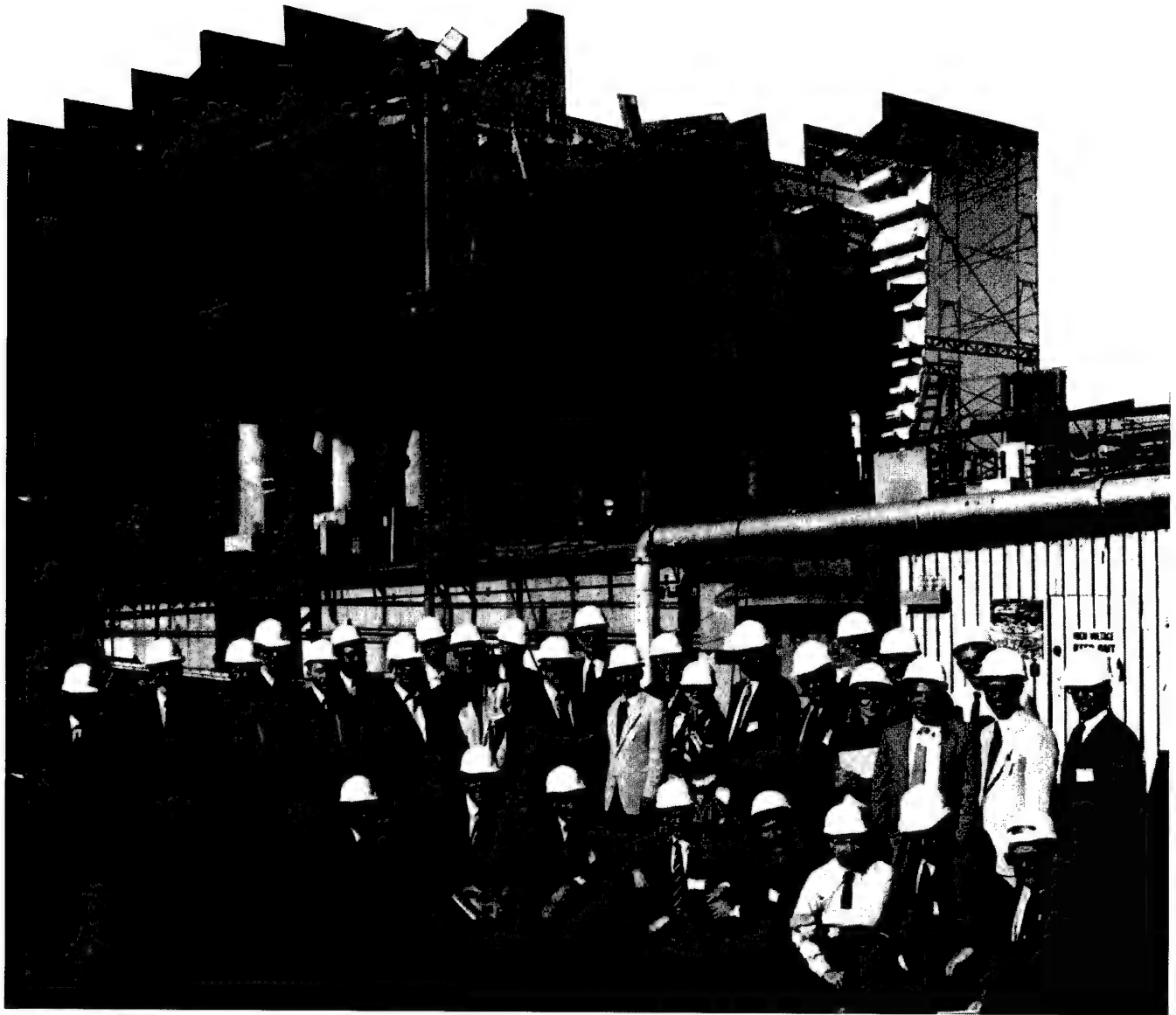
Field trips in 1979-81 for government students included Martin Marietta, Orlando, Florida; Westinghouse Electric Corporation, Baltimore, Maryland; Fairchild Industries, Germantown and Hagerstown, Maryland; United Technologies Corporation, Pratt and Whitney Group, East Hartford, Connecticut; Sikorsky, Stamford, Connecticut; RCA, Moorestown, New Jersey; General Electric Company, Philadelphia and King of Prussia, Pennsylvania.

Students from industry traditionally visited government facilities. In 1982-83, the visits were to the Army Missile Command, Norfolk Naval Shipyard, Eglin Air Force Base, Fort Knox, Philadelphia Naval Shipyard, Wright-Patterson Air Force Base, Fort Bliss, and Hanscom Air Force Base.

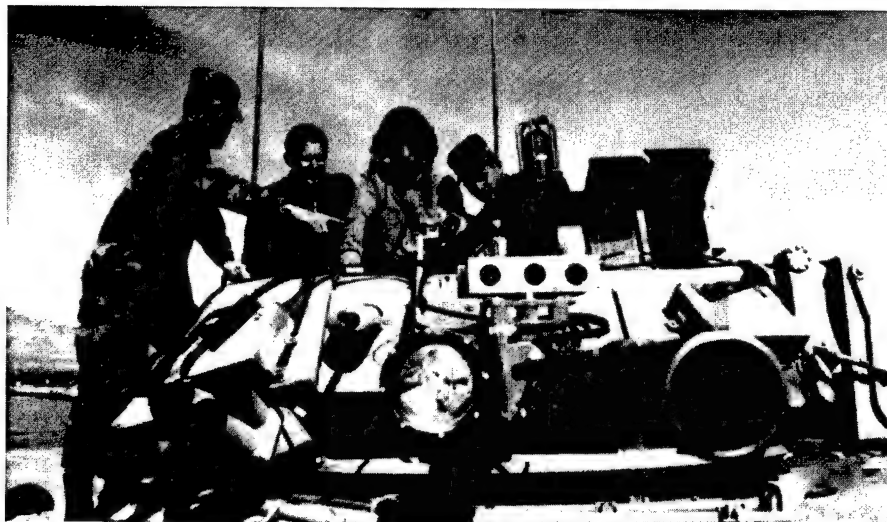
In recent years, the format was for government students from each PMC class to hear various guest program managers (government and industry from same program), meet by section informally with pre-designated visiting PMs, then later travel to the contractors' sites for three-day briefings and tours. Facilities visits included such programs as the F-15, V-22, and M1A1 Tank.

Program Management Course industry field trip





Program Management Course industry field trips.



"THINK PIECES" PROVIDED STUDENTS WITH RESEARCH AND WRITING CHALLENGES

During the 1980s, students in the Program Management Course were required to produce "think pieces" (i.e., research or opinion papers) on acquisition issues of the day. Each paper was approximately five pages long and reflected original thinking and expert research. Some papers were published in Program Manager magazine, and all remain stored for future retrieval in the DSMC archives.

The papers were an outgrowth of the earlier Individual Study Program that was revised in 1978 to require at least three student point papers during the course. By 1986, all PMC students, except those participating in a research program, were required to prepare a fact sheet or potentially publishable magazine article prior to graduation.

FEATURED IN BUSINESS WEEK MAGAZINE

The infant DSMS was featured in a 9 September 1972 Business Week article titled "Training a Cadre of Military Managers." The piece told how, against a background of a unified need to train program managers, the school came to be, and how the Program Management Course was being conducted.

"LITTLE RED SCHOOLHOUSE" OUT OF DATE

"Change is taking place at DSMC," wrote Captain Michael A. Pearce, USN, Dean, School of Systems Acquisition Education, in 1982. "For many of you familiar with the 'little red schoolhouse,' the facts in your database regarding DSMC methods and curriculum will soon be out of date. Old hands and former students will no longer be able to coach novices based on their firsthand knowledge of the DSMC curriculum. Yes, progress is taking place."

Noting the Program Management Course curriculum had never been static – it had been changed 15-20 percent each time it was offered – Pearce confirmed that DSMC constantly kept current with issues and policies, kept student interaction lively, and introduced new topics. The PMC had increased case-study material within its curricula from 20 to 45 percent, with some 55 percent involving lecture-discussion.

Continuing process improvements led to major changes, including the "New Vision" PMC in the mid-1980s and "DSMC 95" in 1993-95, which resulted in a significant reorganization of the College and the creation of a new Advanced PMC. Additionally, association with the Defense Acquisition University consortium continues to generate an active consideration of changes that may provide a better and more pertinent product to our customers.

For all intents and purposes, the "little red schoolhouse" is always going out of date.

CAPT Paul B. Tuzo, USN
Director, Department of Intermediate
Management Courses, 1974-77



CAPT Michael A. Pearce, USN

COLLEGE ACTIVITIES RELIEVE THE STRESS OF CLASSWORK



College Sports Day



Ready to graduate



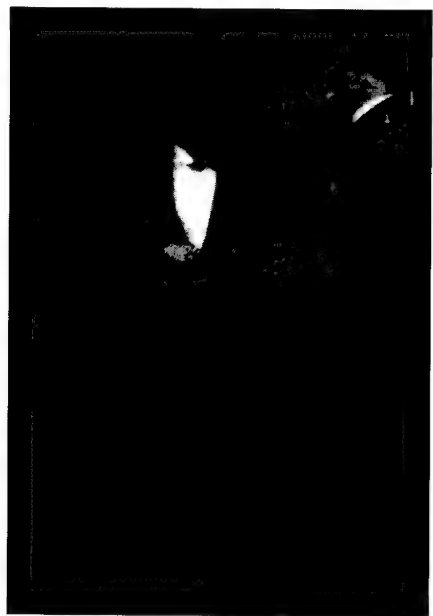
Student is promoted



Graduation Day



Chili cook-off



End-of-class Dinner-Dance



All dressed up, ready to go!



Graduation Day

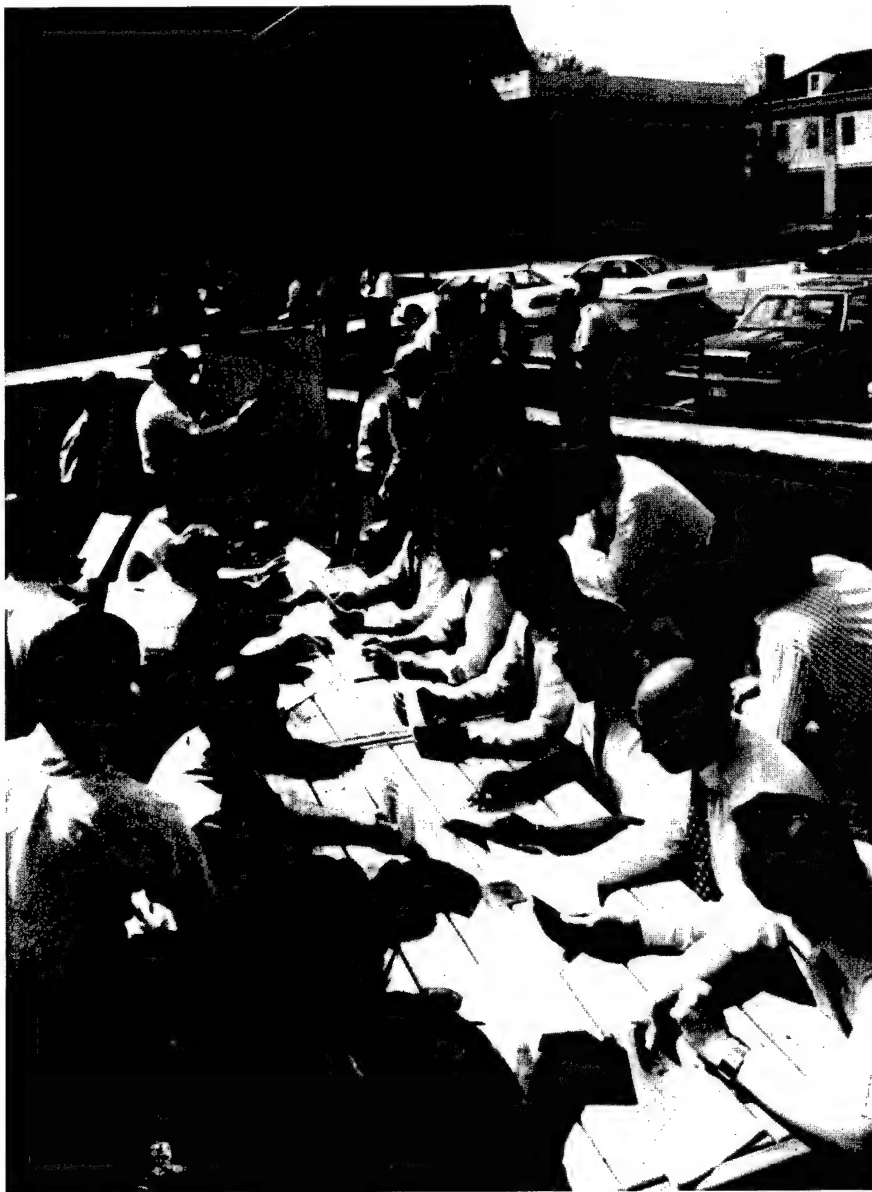
Rousing chili cook-off songs



Comradery with Section tee-shirts



On a good day, why not? Program Management Course students discover alternative learning methods.



My congratulations to the faculty, staff, alumni, and students of the Defense Systems Management College (DSMC) on the 25th anniversary of this fine institution. DSMC plays a critical role in the management training of our acquisition workforce and, from my perspective, its role is growing with time.

As the Army Acquisition Executive, it has been my pleasure to address DSMC students on a number of occasions. The Q&A session is always spirited and interesting. We all learn. In fact, the students and their work to acquire weapon systems and equipment for our armed forces are critical to all that I do. They are at the heart of our acquisition system.

DSMC has earned a worldwide reputation for being on the cutting edge of the defense acquisition business. This is a wonderful occasion to celebrate its many contributions to the defense acquisition process and to equipping the men and women of America's armed forces. Our soldiers, sailors, airmen and Marines operate with great skill and precision the most technologically advanced weaponry and equipment in the world. We must keep it that way.

— Honorable Gilbert F. Decker,
Assistant Secretary of the Army (Research, Development and Acquisition), 1996

Congratulations to the Defense Systems Management College and all those who have made it the success it has become....You should be proud of your accomplishments. The American Defense Preparedness Association is also proud to have been a part of your history. Our collaboration in sponsoring the Defense Systems Acquisition Management Course has been a real success story of industry-government partnership. Also, the Industry Day events of prior program management courses were always a personal highlight on my schedule.

— Lieutenant General Lawrence F. Skibbie, USA (Ret), President, American Defense Preparedness Association, 1996



Professors Richard A. Stillman, Christopher Scott, and Frank T. Meneely



Lt Col Carl Bryant, USAF, Deborah Withers, and MAJ James W. Wilson, Jr., USA

FIRST SHORT COURSE HELD OFF-CAMPUS IN 1973

The first short course held off the DSMC campus was the popular Cost/Schedule Control Systems Criteria Course in 1973, a shortened three-day version for 67 students at the Aeronautical Systems Division, Wright-Patterson Air Force Base, Ohio.

By late 1974, DSMC had sent instructor teams to teach short courses at sites at the Army Missile Command, Army War College, Army Aviation Systems Command, Naval Sea Systems Command, Air Force Institute of Technology, and the Air Force Systems Command. The number of off-campus offerings increased dramatically from 1978 (24 offerings; 1,137 students) to 1980 (81 offerings; 2,896 students).

These continuing off-campus presentations eventually would lead to the establishment of four DSMC Regional Centers nationwide. Brig Gen William E. Thurman, USAF, "sowed the seed" for a regional center concept through his "DSMC 1984" plan, which looked four years into the College's future.

Left to right: Lt Col Kenneth J. Bohannon, USAF, Professor Stanley J. Crognale, Jr., and Marcie Folkes

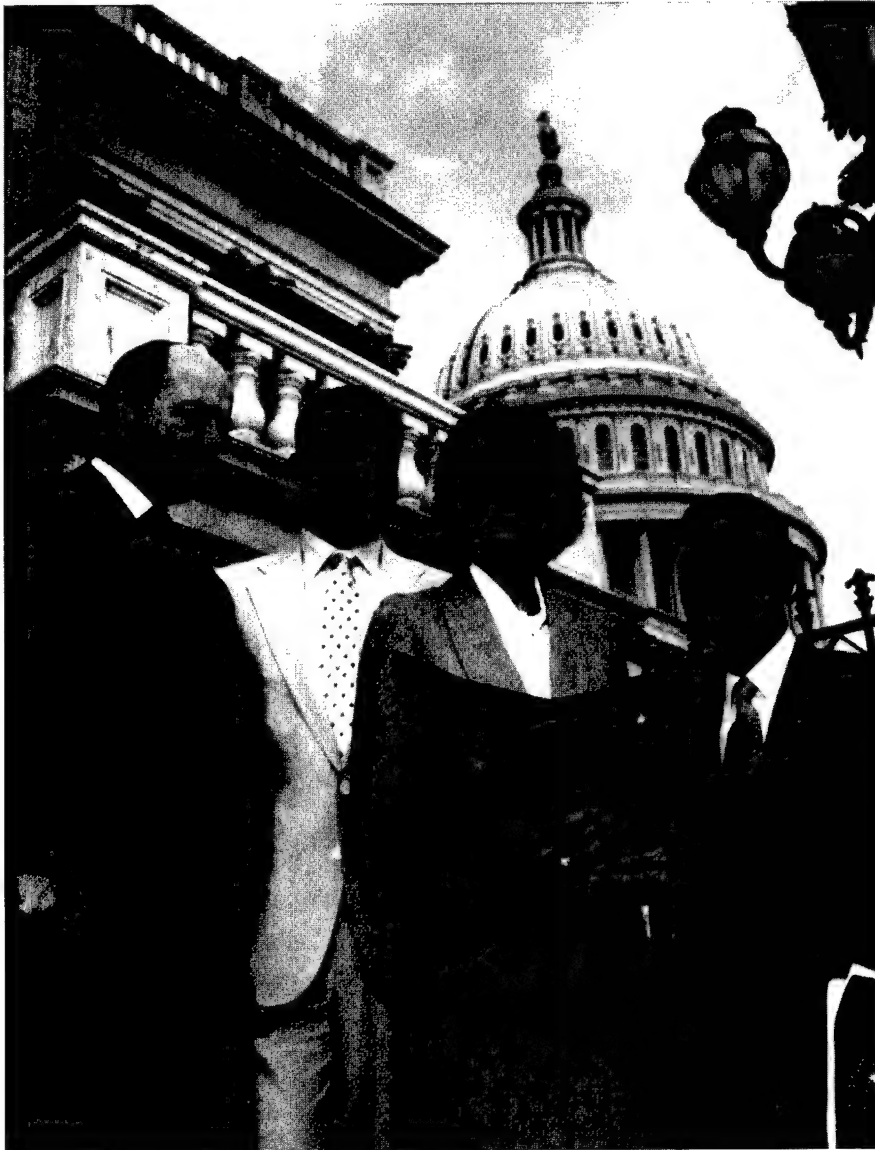


Lt Col James M. Phillips, USAF, Maj Constance A. King, USAF, (seated) and LTC Janet E. Drummond, USA



Executive-in-Residence Frederick L. Ayer and Col Terry L. Raney, USAF





Program Management Course students on Capitol Hill

CAPITOL HILL TRIPS KEEP STUDENTS IN TOUCH WITH WASHINGTON REALITIES

Since 1974, students in the Program Management Course have visited Capitol Hill for the congressional insight on defense acquisition issues. Student feedback consistently has rated the trip as a highlight of their DSMC experience.

The PMC 74-1 class spent only a half day but met with two powerful members of the House of Representatives Appropriations and Armed Services Committees. The format evolved into two or more days of lectures, attending committee hearings, visitation with home representatives, and observing floor action in the Senate and Houses. Lectures and briefings have been given by Members of Congress, key congressional staffers, political scientists, lobbyists, and DoD legislative liaison officials. Topics have included the status of pending legislation, "hot button" issues, the composition and mood of Congress, future congressional action, and how to do business with Congress.

UNDER SECRETARY HICKS AND THE DAY THE SPACE SHUTTLE CHALLENGER BLEW UP

To former Reagan Administration defense acquisition executive Dr. Donald A. Hicks, now a McLean, VA., consultant, a visit to DSMC on 28 January 1986 "will stand out forever in my memory."

"I have been throughout my career, both in industry and government, a strong supporter and admirer of

DSMC," wrote Dr. Hicks. "As Under Secretary of Defense for Research and Engineering, I addressed the student body of DSMC on our efforts to reform the defense acquisition system. (Sound familiar?) As I finished speaking, a paper was handed to me announcing that the Challenger space shuttle had just been destroyed during launch. While I doubt that any of the audience remembers my discussion, I'm certain they all remember where they were on that tragic day."

Dr. Donald A. Hicks



The Research, Consulting, and Information Division, 1996



LOOKING FOR A BETTER WAY: THE DSMC ACQUISITION RESEARCH PROGRAM



Professors Calvin Brown, the late David D. Acker (seated) and Dr. Franz A. P. Frisch

FEDERAL ACQUISITION INSTITUTE AND DSMC AGREED TO COOPERATE ON ACQUISITION COURSES

The Federal Acquisition Institute, part of the Office of Federal Procurement Policy, joined with DSMC in 1978 to develop and conduct courses over the next few years that met federal agencies' needs.

The original three-faceted DSMC mission established by Deputy Secretary of Defense David Packard included the requirement to "Conduct research in defense program/project management concepts and methods as required to support the school in fulfillment of its primary mission" of education.

At that time, research administered by the Directorate of Research and Curricula was directed primarily at improving course materials. The first DSMC Research Program beginning in 1972 consisted of separate categories of faculty, student, and contractual research. Early research efforts centered around visits to program offices by faculty and students, faculty research, and ad hoc studies.

In 1972, DSMC conducted the first follow-up interviews of PMC graduates, as well as other program managers, looking for feedback on the effectiveness of the DSMC curricula. The program supported doctoral candidates doing research in acquisition management. Lieutenant Colonel Leonard S. Marrella, USA, the first such candidate, was awarded a DBA degree by The George Washington University. The first significant research project to aid program managers was an examination of the feasibility of using computer-generated graphics in the program office. From 1974-77, student research was principally through the Individual Study Program. The research program requirements were six classroom contact hours and 44 hours of preparation time to write a paper.

Professor William H. Cullin, presenting a paper on U. S. program management before the Fourth Internet Congress in Paris in 1974, was the first faculty member to do so to an international group outside the United States. The major 1975 research effort was the Throughput Study which reviewed future student

enrollment requirements for FY-1976 and beyond. The immediate result was a substantial increase in enrollment.

Through contacts in several ad hoc acquisition research networks in the 1970s, DSMC participated in a number of successful interactive projects, including DoD's Acquisition Research Council, chaired by the Deputy Under Secretary of Defense for Acquisition Policy (the Commandant represented DSMC), the Naval Acquisition Research and Development Council, committees of the Federal Acquisition Institute, (FAI) and a joint working group called DARE – the Defense Acquisition Research Elements. The DARE group, supported by top DoD management, continued its work into the mid-1980s, promoting the use of acquisition research results in policy formulation and program management. Professors John S. W. Fargher, Jr., and Lieutenant Colonel Francis W. A'Hearn, USAF, were key DSMC representatives.

Several new significant DoD publications resulted from DSMC research during the late 1970s, including the Acquisition Strategy Guide, the Joint Logistics Commanders Guide for the Management of Joint Service Programs, and the Guide for the Management of Multinational Programs. College faculty made major contributions to the F-16 Lessons Learned Study. Faculty project managers included Professors John S. W. Fargher, Jr., Dr. Andrew P. Mosier, and Dr. Franz A. P. Frisch. Much of the research of that period also went into classroom case study development.

In 1979, DSMC and the Federal Acquisition Institute co-hosted the eighth annual DoD/FAI Acquisition Research Symposium at the Naval War College. This was our first involvement in the continuing series of highly successful biennial research symposia. The thrust of DSMC research shifted in 1980 to

implementing and managing an integrated, objective program to influence DoD acquisition policy. Research covered such diverse projects as support of acquisition policy implementation, technology transfer, NATO planning and joint program management, competition, contractor motivation, the industrial base, and lessons learned for the Multiple-Launch Rocket Systems program.

In 1983, the Research Directorate managed \$1.5 million in research contracts, focusing on a few areas of potential high payoff, including joint projects with OSD and the Services. The Defense Acquisition Improvement Program received the most attention, but other major issue areas were cost growth drivers, multiyear procurement, educational research, and the program manager's support system. The College produced lessons-learned case studies for the Army on the MLRS, M1 Abrams tank, and the Apache helicopter.

Into the mid-1980s, the DSMC research program, headed by Captain Lucian C. Evans, USN, centered around development and publication of functional handbooks and guidebooks, notably the *Defense Manufacturing Management Handbook*, the *System Engineering Management Guide*, the *Risk Assessment Handbook*, an acquisition strategy model, logistics and life-cycle cost models, a study on economic production rates, program cost growth, and a study of the manpower, personnel, and training implications of the acquisition process. Most of the information generated was directly applicable to improving the academic curriculum. A study for the Air Force on improving the acquisition process for automated data systems won the Service's Business Research Award.

Although the aim of researchers was "targets of opportunity" and constantly changing, we continued to deliver useful products to students and program

management practitioners. A 75-percent budget increase for contracted research studies was approved. Products developed by Professors Patricia Kelley, David D. Acker, Ronald L. Baker, Calvin Brown, and other faculty included numerous acquisition management handbooks, study reports, workshops, innovative instruction modules, and automated computer models. Research was conducted to support OSD, the Service staffs, program management offices, and the DSMC curricula.

The book *Congressional Relations and Involvement: A Guide for Department of Defense Acquisition Managers*, a significant research effort which filled a void in an important, sensitive arena, was first published in 1986. An immediate hit in headquarters and field activities, it became one of the all-time most popular DSMC publications. Its author, Professor Wilbur D. Jones, Jr., this year completed the book's Fourth Edition.

The Educational Research Team of Dr. Owen Gadeken, team leader, and Michael Krause, assisted by Jeanette Montoya and others, improved faculty teaching skills, role-playing and case-study presentations, and other curricula areas. In 1983, the noted educator Dr. Malcolm Knowles conducted a faculty workshop on adult learning, a cornerstone in DSMC's revised approach to instruction methods and the learning environment. The team introduced to the campus the Looking Glass simulation workshop, developed by the Center for Creative Leadership, where it remains in demand.

In 1985, DSMC received more than 125 acquisition research proposals from the OSD, Services, and faculty. Two studies for OSD on productivity measurement and acquisition management and career programs, and one for the Defense Science Board on munitions, resulted in numerous recommendations for improvement. As the decade progressed,



The late David D. Acker, Ronald L. Baker and Patricia Kelley, research professors



Dr. Owen C. Gadeken

DSMC RESERVE PROGRAM ENHANCED ACADEMIC AND RESEARCH EFFORTS

From 1979 until the late-1980s, the DSMC Reserve Program brought in military reserve officers to support the College's academic and research programs as adjunct faculty members and researchers. The officers performed their two-week active duty for training assignments at Fort Belvoir and at the regional centers.

the research program focused on three areas: (1) broad-based, applied research to improve the acquisition process and influence policymakers in OSD and the Services, (2) internal educational research, and (3) providing program managers with an automated decision support capability.

Under Captain Ralph W. Ortengren, Jr., USN, the research directorate entered the 1990s developing innovative solutions for contemporary problems, while probing for future issues. The program continued to assist in formulating acquisition policy, developing new management techniques for acquisition management officials, and supporting development of the DSMC curricula. Faculty members continued to conduct most research, complemented by selected students and contractors. Those tenets and goals of DSMC research remain.

The directorate opened a Learning Resource Center in 1989 to offer an individual, self-paced training or refresher work in acquisition management subjects. Tools included personal computers, video and audio machines, a library of instructional material, and individual study carrels. The LRC, headed by founder Myrna Bass, eventually became one of DSMC's most popular and frequently used academic features.

The DSMC ROAR project, or Research on Ongoing Acquisition Research, is a

widely used online database system for tracking acquisition studies underway around the world. Developed in the early 1990s by director James Abellera, ROAR is linked to the Defense Acquisition University's Acquisition Research Coordinating Committee. The database incorporates some 2,800 acquisition research projects into the DSMC home page.

Through a research extension agreement, DSMC participates with the Service academies through the Cadet Summer Research Program. Initiated in 1994, the program allows seniors to intern with DSMC acquisition professionals and produce a written product.

The DSMC research program plays an essential role in curriculum development and promoting academic currency, and includes topics on program management, acquisition strategy, contract management, competition, productivity, and technical support services. Faculty and staff and DSMC customers are kept abreast of research activities via the quarterly Research and Consulting Newsletter edited by Joan L. Sable. Dr. James E. Price serves as the Dean, Research, Consulting, and Information Division. Calvin Brown is the Associate Dean for Research, Daniel Robinson for Consulting, and James Dobbins for Information Dissemination.

Lt Col Francis W. A'Hearn, USAF (former RCID Dean) and LTC John R. Bramblett, USA



CAPT Ralph W. Ortengren, Jr., USN



Professors Rolf H. Clarke, J. Robert Ainsley, and James W. Abellera



Dr. Adelia E. Ritchie, former RCID Dean

Professors Michael L. Mears and Dr. James E. Price, current RCID Dean





From left: LTC "Pip" Piplani, USA; Military Research Fellowships Program Coordinator, Joan L. Sable; Lt Col Rich Roop, USAF, and Col Joe Mercer, USAF

MILITARY RESEARCH FELLOWSHIP PROGRAM PRODUCES USEFUL PAYOFFS

The joint DSMC Military Research Fellowship Program, chartered by the Under Secretary of Defense (Acquisition) in 1987, provides professional military education to selected officers, and develops new and innovative concepts for acquisition management. The program is a unique opportunity for these officers to supplement DSMC research goals to improve the acquisition process, and develop useful publications for acquisition management officials.

Each year, the Services appoint three Army, Navy, and Air Force officers as Fellows, with no more than two from the same Service. The Fellows must have a master's degree in an acquisition-related discipline, have achieved the O-5 rank, and have documented experience and performance in acquisition management. Once selected, Fellows work together as a research team to develop and produce findings - usually a guidebook and briefings - that illuminate some forward-looking aspect of acquisition. Research Associate Joan L. Sable coordinates the Fellows program within the Research, Consulting, and Information Division.

Prior to beginning their research, Fellows attend the Program Management Development fall session at the Harvard School of Business. Their research product is due the following summer. Recent products include the DSMC Press-published research reports:

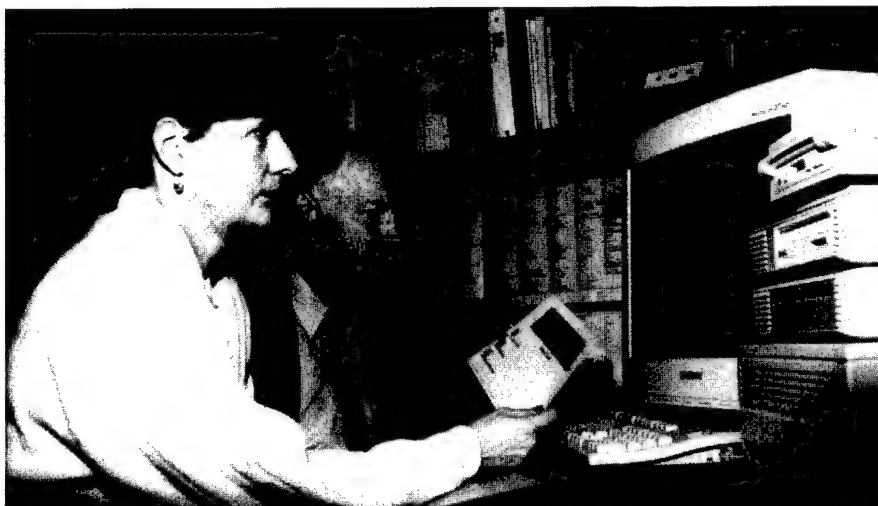
- Using Commercial Practices in DoD Acquisition (1989),
- Europe 1992: Catalyst for Change in Defense Acquisition (1990),
- International Cooperation: The Next Generation (1991),
- NDI Acquisition: An Alternative to "Business as Usual" (1992),
- Virtual Prototyping: A Guide for Department of Defense Managers (1993),
- Systems Acquisition Manager's Guide for the Use of Models and Simulations (1994), and
- Modernizations in Lean Times: Modifications and Upgrades (1995).

The current Fellows are Commander Patrick F. Cromar, USN, Lieutenant Colonel (Select) Robert L. Tremaine, USAF, and Lieutenant Colonel Anthony G. Wiley, USA. Their report on aspects of Continuous Acquisition Life-cycle Support (CALS), Electronic Commerce, and Electronic Data Interchange will be available in August 1996.

Commandant Brig Gen Claude M. Bolton, Jr., USAF, greets Congressman Tom Davis (R-VA) (center) at 1995 Acquisition Research Symposium.



From left: LTC Thomas R. Evans, USA; CDR Kathleen M. Lyman, USN; Joan L. Sable; and Lt Col Michael S. Ennis, USAF

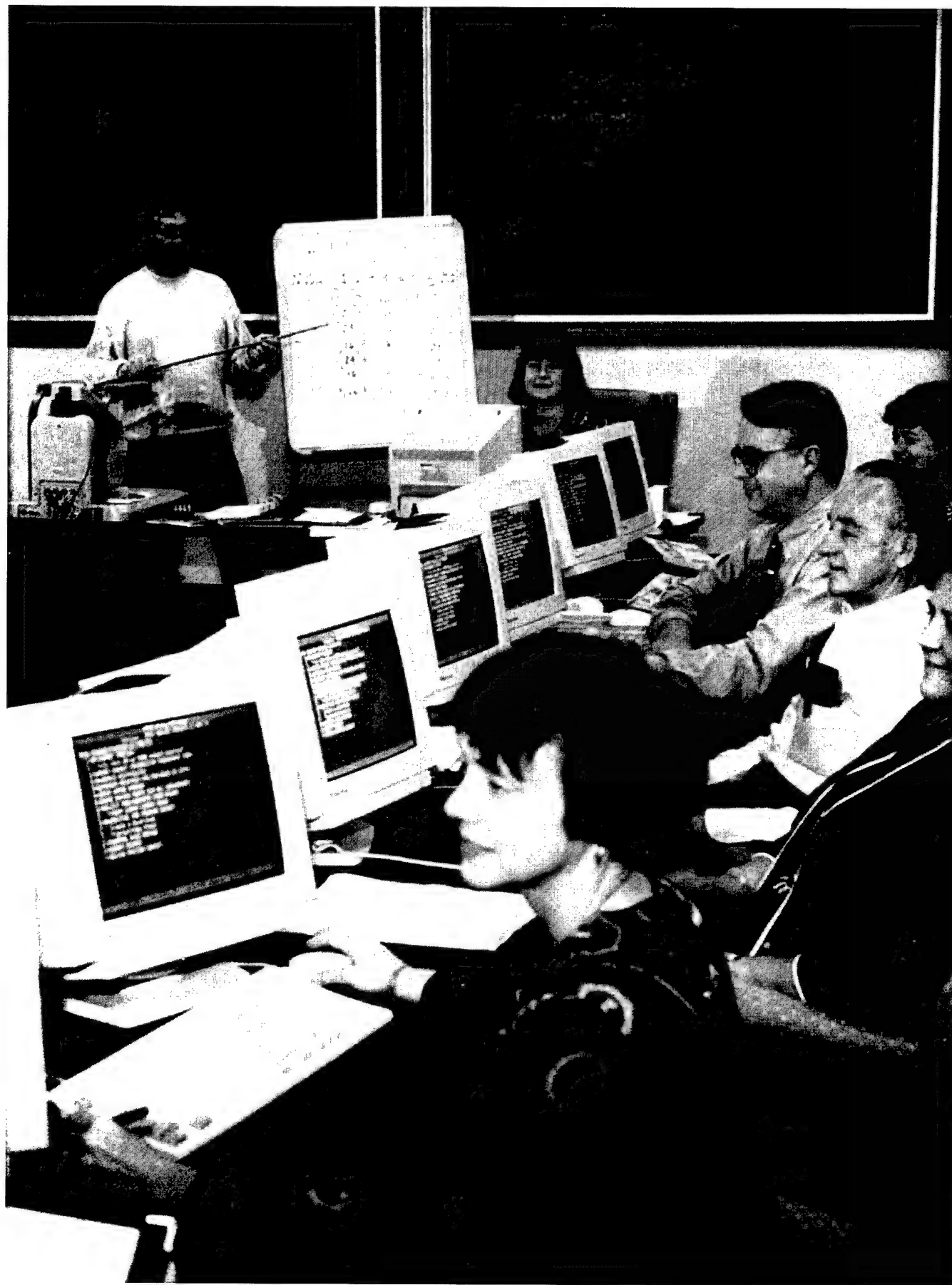


Jeanne Elmore, DSMC Press, and Professor James H. Dobbins, Associate Dean for Information Dissemination, review homepage design.

Professor James W. Abellera at the ROAR computer.



Dan Robinson leads the DCAS directors through a brainstorming lesson.



EXPERT ADVICE AND PROCESS FACILITATING: THE DSMC CONSULTING SERVICES



Professors William M. McGovern and Daniel G. Robinson in the Management Deliberation Center.

Professor Donald M. Freedman



Using DSMC faculty for consulting projects of varying degrees is nearly as old as the institution itself. Only in recent years, however, has the collective effort been marshaled for maximum benefit to both DSMC and our customers. In 1993, the College's consulting mission was incorporated into the Research, Consulting and Information Division, headed by an associate dean.

During DSMC's first decade, consulting efforts were almost exclusively devoted to providing expert content advice to program management, functional and headquarters staff offices. Since the early 1980s, the emphasis has shifted more to process consulting, not a subtle difference.

Consulting as subject matter experts, sometimes referred to as content consulting, typically brackets the spectrum of one-time telephone advice to long-term detailed projects. Such typical consulting areas are briefing senior DoD officials on acquisition policy; serving on process action teams; briefing visitors from DoD and other government agencies, as well as Allied or other foreign governments; hosting conferences; facilitating workshops; reviewing and commenting on program acquisition strategies and other program documentation; and delivering guest lectures on defense issues.

The DSMC shift to process consulting began in the early 1980s, energized by the topical trends toward total quality management concepts and organizational development. In process consulting, the faculty consultant emphasizes group review, evaluation, and approval by facilitating members to work together. By studying the issue at hand and developing their own answers, the group learns more about how the issues affect them.

Over the years, our faculty have provided quality advice, assistance, and

information to hundreds of government organizations. By 1972, once the Program Management Course, Executive Refresher Course, and Cost/Schedule Control Systems Criteria Course were underway, DSMC began accepting requests to provide services. One of the first efforts involved coordinating our 1973 seminar on Orientation in Defense Systems Acquisition for general, flag, and senior executive officials on the fundamentals of policies and procedures. Sponsored by Deputy Secretary of Defense William P. Clements, Jr., the seminar was repeated the next year. Other early consulting efforts included work with Army major program pre-decision reviews, Navy design-to-cost provisions and shipbuilding claims, and the DoD comptroller on the Management Systems program.

Because of DSMC's "near-but-yet-so-far" distance from Washington, it didn't take potential customers long to realize the advantage of using DSMC as an off-site host for acquisition executive meetings and workshops. In 1973, DSMC hosted the Army Materiel Command's Program Managers' Conference. In 1974, DSMC hosted a seminar for DoD schools and colleges to promote uniformity in teaching acquisition management. Almost 20 years later, it would become apparent the seminar was a portent to the birth of the Defense Acquisition University. In the ensuing years, DSMC hosted and participated in conferences on a wide range of topics such as cost performance analysis, foreign military sales, the defense industrial base, management of software acquisition, and acquisition reform.

Demand for meeting space increased significantly in the 1980s. For example, in 1988 the Army conducted a week-long workshop for 35 general officers and senior-executive level officials using faculty facilitators Professors John Snoderly and Kris Kristensen. The year

1995 was typical: under the National Performance Review, DoD conducted the Consortium for Culture Change Workshop; Dr. Paul G. Kaminski, the Under Secretary of Defense (Acquisition and Technology), sponsored a conference on integrated product teams for more than 400 acquisition leaders; the Air Force Association used Howell Auditorium for an Air Force-Industry roundtable; and the Defense Manufacturing Council held a two-day conference for program executive officers and program managers.

The College acquired our first "groupware" system in 1990 and began conducting group deliberation using a portable "electronic meeting system." This was an immediate success, and planning for a permanent facility began in 1991.

After several years of hosting and facilitating workshops, conferences, and team meetings in the portable mode, in June 1994 we opened our new Management Deliberation Center (MDC) in the redesigned Abilene Room. The MDC operates a highly interactive, customer-friendly "groupware" system, which uses networked computers to share information, allow oral and electronic conversations, review and evaluate issues and plans, and develop consensus conclusions. Software packages provide organizational modeling, quality function deployment, business process reengineering, and stakeholder analysis.

Acceptance of the MDC was immediate. Its bookings stay full, particularly with Pentagon customers. Recent users include the Office of the USD(A&T), F-16 and AEGIS program offices, Army Community and Family Support Center, Joint Program Office for Biological Defense, various U.S. Army Councils of Colonels, National Institute of Standards and Technology, and Federal Executive Institute. Professors Jesse E. Cox

and William McGovern coordinated the facility's planning, design, construction and outfitting. Professors McGovern, Donald M. Freedman, and Daniel Robinson, and assistant Florence Breuser, have integrated the MDC into College functions and continue to upgrade its technology.

In 1974, DSMC began receiving visits from Allied and other foreign governments when three officials of West Germany's DSMC equivalent spent eight days visiting the Program Management Course. They were particularly interested in the System X case studies, and eventually purchased rights to several exercises and models. That year, Major General Harry Knutton, British Army, Deputy Master General of the Ordnance, visited for an update on U. S. acquisition practices. Taiwan's Military Attaché, Major General Chien-Lien Sun, was briefed on our curriculum and instructional methods in 1975. Such informational visits soon brought a steady flow to the campus of foreign military and civilian dignitaries, including representatives from the North Atlantic Treaty Organization countries, Costa Rica, South Korea, Australia, Sweden, Spain, and others.

Consulting assistance continued primarily by individual faculty members on a one-time or continuing or sporadic basis. Services included information exchange, expert advice, reciprocal office visits, and organizational development sessions. Customers included the Navy Acquisition Logistics Review Groups, Air Force Systems Command Program Management Assistance Group, working groups of the Office of the Secretary of Defense and the Services, and system program offices. Associate Dean for Planning and Development George R. McAleer, Jr., kept tabs on consulting efforts in the 1970-80s. By the end of 1981, DSMC's support of the Deputy Secretary of Defense Frank Carlucci

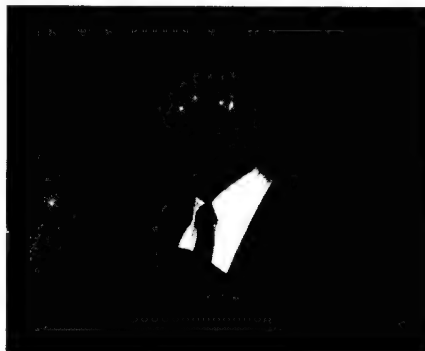


Lt Gen Charles E. Franklin, USAF; Acting Assistant Secretary of the Air Force (Acquisition) Darleen Druyun; and Air Force Chair B. A. (Tony) Kausal, at Air Force Association offsite at DSMC.



Professor George R. McAleer, Jr.

Deputy Secretary of Defense Frank C. Carlucci III



Initiatives, called the Defense Acquisition Improvement Program (DAIP), had been our major consulting effort. Headed by Colonel G. Dana Brabson, USAF, the DAIP team prepared and distributed synopses and gave briefings around the country on this early effort at acquisition reform.

Other first-decade consulting efforts included a range of aid in restructuring the Air Force Systems Command's Procurement Division at the Electronic Systems Division; implementing a quality spiral system for the former Defense Communications Agency; and a strategic planning and teambuilding process for the B-1B Systems Program Office, our first session in government-industry (Rockwell Corporation) teambuilding. From 1979-83, DSMC offered two special courses developed just for the Navy. In the 1990s, we facilitated a similar teambuilding process for the MILSTAR Program Office and its Lockheed counterparts.

Faculty members frequently have served on DoD process action teams or other ad hoc teams. Professors Edward Hirsch, Kenneth Kladiva, and Dr. Thomas Hone served in 1990 on the USD(A)-sponsored Rittenhouse Study to shorten the system life cycle process. Professors Charles B. Cochrane and Dr. James Price provided full-time policy expertise to the 1994-95 Defense Acquisition Reform Oversight and Review PAT whose assignment by the Secretary of Defense was "...to develop within 90 days a comprehensive plan to reengineer the oversight and review process for systems acquisition...." Many of its recommendations have been making their way into revised policies and procedures.

High-level study groups frequently request subject matter expert inputs from faculty. These groups include Deputy Secretary William H. Taft III's acquisition

streamlining group in 1984, the Packard Commission on defense management in 1986, and the teams periodically rewriting the DoD 5000 series of acquisition policy directives. Faculty also have served as officers of various professional societies and organizations, such as the National Contract Management Association, Operations Research Society of America, and Society of Logistics Engineers. Tailored briefings or workshops of varying lengths requested by key DoD officials have been a DSMC hallmark for years.

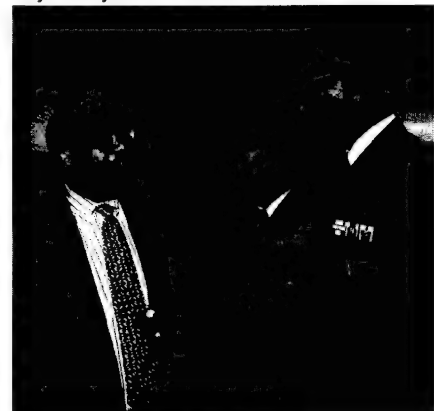
During the late 1980s and early 1990s, DSMC provided assistance in Total Quality Management (TQM) concepts and techniques to such diverse headquarters activities as the Defense Logistics Agency, Coast Guard, U. S. Health Command, U. S. Geological Service, Army Corps of Engineers, and Air Force Systems Command. Beginning in 1987, for some six years DSMC developed and distributed software modules through the Program Manager's Support System (PMSS) to enhance a program management office's decision making process. Professors Jesse E. Cox and Edward G. Ingalls were instrumental in the PMSS project. By 1991, more than 17,000 copies of the PMSS software had been provided to more than 4,500 program management customers.

Professors Sandra Rittenhouse and the late David D. Acker



Deputy Secretary of Defense William H. Taft III

Left: Professor Calvin Brown



Individual or team faculty frequently worked with foreign governments on-site. Professor Kenneth Kladiwa spent a year in 1994-95 aiding the governments of the Czech Republic, Republic of Slovakia, and Albania, providing advice to the Ministries of Defense on developing a planning, programming, budgeting, and execution system. He continues to be involved with the Czech and Slovak governments developing bilateral agreements pertaining to information exchange and general security. In 1994, Professors Charles B. Cochrane, Randy C. Zittel, Gary J. Hagan, and John P. McGovern participated in a U. S. traveling contact team which assisted Bulgarian defense officials. Professor Franz A. P. Frisch has made numerous trips to Germany and Austria consulting with their ministries of defense and lecturing.

Faculty members have served on professional development detail assignments assisting headquarters and program management offices. Dr. Benjamin C. Rush worked a year with the F-14 office, Professor Donald M. Freedman with the Naval Air Systems Command, and Professor Wilbur D. Jones, Jr., a year and a half on separate tours as assistant and speechwriter to two USD(A)s. Other

faculty, including Lt Col Mike Hammon, USAF, and Lt Col Barry Levy, USAF, have served as Legis Fellows with Members of Congress or congressional committees. Professor Joseph Drelicharz served for 18 months with the House Armed Services Committee in a special government fellow program.

Recent consulting efforts, while still providing individual expert advice, have expanded from service to line and staff organizations to top-level DoD policy-setting environments. We now focus on areas of strategic planning, program planning, problem solving, transition of command, program reviews, and reengineering activities. These efforts continue to bring customer satisfaction and enhance the College's reputation as an academic institution.

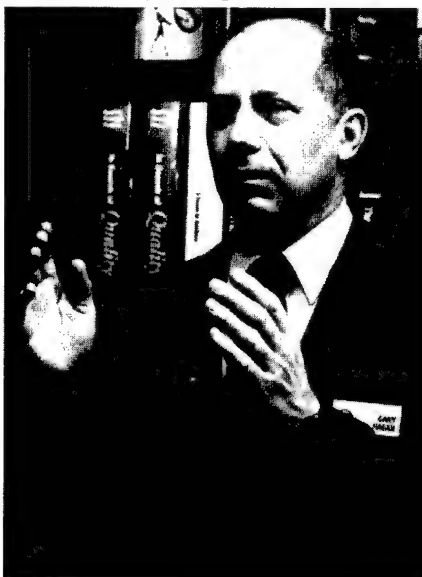


Professor Kenneth L. Kladiwa

Professor Charles B. Cochrane



Professor Gary J. Hagan



Professors Wilbur D. Jones, Jr., and Wilbur V. (Bill) Arnold



Professors Joseph A. Drelicharz and Donald W. DeCoursey



Professor John P. (Jack) McGovern





Center for Acquisition Management Policy meeting, clockwise: (standing) Forrest Gale, Gail (Kris) Kristensen, Conrad (Del) Babb, Fred Waelchli, Edward Hirsch, Gregory T. Wierzbicki, and Dr. Benjamin C. Rush

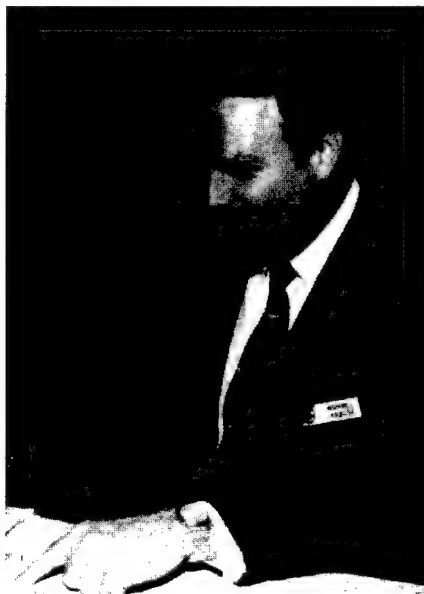
CAMP LEFT IMPRESSION ON ACQUISITION POLICY

During its existence in the 1980-90s, DSMC's Center for Acquisition Management Policy (CAMP) was a valuable resource to senior DoD acquisition officials. "Knowledge, experience, counsel, service, research," the CAMP marketing brochure read. Efforts by CAMP faculty members helped link the disparate acquisition components, and fostered a policy environment facilitating interaction between the executive and legislative branches and industry. The CAMP chairman was Professor Edward Hirsch.



Professors Ernst P. (Pete) Vollmer and Dr. Thomas Hone

Professor Michael G. Krause



Commandant Brig Gen (Sel) Claude M. Bolton, Jr., USAF, signs interagency agreement with Federal Aviation Administration's John Turner and Carolyn Blum, to provide FAA acquisition employees with program management education.





Professor Phillip J. Hornick

PROGRAM MANAGEMENT SUPPORT SYSTEM PROVIDED DECISION-MAKING ASSISTANCE

The College in 1983 initiated a Program Management Support System (PMSS) of software to aid program managers in decision-making and as a classroom aid. The PMSS was designed as a decision support system with three major elements: a user interface, a model base, and a data base. The PMSS program continued in use for ten years.



Left to right: Professors William M. McGovern, Paul Sabina, and Jesse E. Cox (seated), and Carol Jeffrey, Alberta Ladymon, and Flo Breusser



The PMSS display

Left to right: Esther Farria, Robert Ball and Katie Clark



Left to right: Fred Hughes, SGT Eduard H. Boyd, USA, SGT Ronald Valentine, USA; (left to right seated): Judy Milling and Margaret A. Brown



SECRETARY PRESTON, COMMANDANT PRESIDE OVER DSMC'S FIRST VIDEO TELECONFERENCE

The first joint DSMC-Defense Acquisition University video teleconference was conducted in January 1995 at the Pentagon Telecommunications Center, and was used to discuss acquisition reform initiatives. Presiding were Deputy Under Secretary of Defense (Acquisition Reform) Colleen Preston, who fielded questions from students, and the DSMC Commandant, Brigadier General Claude M. Bolton, Jr., USAF. These executives were linked to classrooms at the DSMC Regional Centers in Huntsville, St. Louis, and Boston, as well as a classroom on the main campus at Fort Belvoir.



Brig Gen Claude M. Bolton, Jr., USAF, Commandant, Defense Systems Management College and Mrs. Colleen Preston, Deputy Under Secretary of Defense (Acquisition Reform).

ESSAYONS THEATER REDECORATED TO PROJECT BEST LEARNING ENVIRONMENT

Long-time Professor Alan W. Beck remembers being involved in "designing" the color scheme for re-doing the Essayons Auditorium in the early 1980s. After reviewing studies on the psychological effects of color, Beck recommended blue for the chairs and carpet to lessen potential stress and support reflective active listening. The white ceiling would match the internal expectation of sky. The brighter walls would transition from the ceiling to the darker floor. The gold posts would suggest a majestic cultural scene. The yellow is a mood enhancer. Beck's suggestions were adopted.



Professor Alan W. Beck

HUSBAND-AND-WIFE STUDENT "FIRSTS"

Philip J. and Ronnie G. Carpenter, in March 1978, became a DSMC student "first" as the initial husband and wife to attend a course together. They graduated from the Industrial Financial Management Course. Philip served in the Naval Sea Systems Command and Ronnie in the neighboring Naval Air Systems Command.

William R. and Sheila Riggs Keeling became the first students to meet and marry as students in the same PMC. The wedding was in May 1976 prior to the graduation of class PMC 76-1. William worked for General Dynamics, and Sheila was an Air Force civilian.



William R. Keeling and Sheila Riggs Keeling



Professors Paul T. McMahon, Maj Douglas W. Graham, USAF, and Andrea M. Garcia discuss the Grand Slam Case, the follow-on to System X.

DSMC Catalog cover, 1982



SECTION 800 PANEL LED THE WAY TO LATEST ACQUISITION REFORM

The impact of Section 800 of the Defense Authorization Act of FY 1991 would not be fully known until the advisory panel it created reported its findings to the Under Secretary of Defense (Acquisition and Technology), the Secretary of Defense, and Congress by January 1993. The immediate effect was to act as the linchpin for the acquisition reform movement, the most determined effort ever to improve the defense acquisition process.

The DSMC involvement in the DoD Advisory Panel on Streamlining and Codifying Acquisition Law, or the Section 800 Panel as it was called, was extensive and unique. Title VIII of the Act specifically directed DSMC to sponsor the advisory panel.

Commandant Rear Admiral William L. Vincent, USN, served as chairman. Professor Donald M. Freedman was executive secretary. Other DSMC professional staff members included Lieutenant Colonel (P) C. Kenneth Allard, USA; Lieutenant Commander Benjamin B. C. Capshaw, USNR; Major Jack Soesbe, USA; Major C. Jean Kopala, USAF; Captain Karen O'Brien, USA; and Bruce N. Warner. Thomas J. Dolan, Jr., a task force director, occupied the acquisition law chair in DSMC's Executive Institute when the panel disbanded.

Panel members included senior representatives of DoD, including Pete Bryan, Director, Contract Policy & Administration, OSD; Allen Burman, Administrator of Federal Procurement Policy; and Harvey Wilcox, Navy Deputy General Counsel, and industry, academe, and other private sector interests.

The panel was charged with reviewing all laws affecting DoD procurement, "with a view toward streamlining the defense acquisition process" by recommending to Congress what laws could be eliminated or modified, and to "prepare a proposed code of relevant acquisition laws." Their 1,800-page report, 18 months in the making, reflects a thorough study under these precepts. It contained recommendations to delete 11 statutes, repeal 124, amend 163, retain or modify 201, and take no action on 126. Substantive recommendations included:

Section 800 Panel Staff

Standing (left to right): LTC(P) C. Kenneth Allard, USA (DSMC), Bruce N. Warner (DSMC), James Wayne Skinner (NAVSUP), Maj C. Jean Kopala, USAF (DSMC), MAJ Jack L. Soesbe, USA (DSMC), Thomas J. Dolan, Jr. (ONR), Donald M. Freedman (DSMC), LCDR Benjamin B. C. Capshaw, USNR (DSMC).
Sitting (left to right): Col Susan P. McNeill, USAF, Linda L. Snellings (DSMC), Theresa M. Squillacote (DSMC) and Wilma J. Frey (DSMC)



- *Commercial procurement: promote more effective integration between the military and civilian markets - the panel's centerpiece;*
- *Simplified acquisition threshold: streamline smaller purchases with a new threshold at a level of \$100,00 (adjusted every five years) to replace the current \$25,000;*
- *Contract formation: stress the need for an appropriate balance between an efficient procurement system, full and open access to that system, and sound implementation of socioeconomic policies;*
- *Contract administration: consolidate contract payment provisions of three other statutes;*
- *Service-specific and major systems statutes: reduce those needlessly complex, obsolete, or overlapping areas of the defense procurement code to a more workable instrument;*
- *Socioeconomic laws, small business, and simplified acquisition threshold: establish uniform thresholds and criteria, exempt contracts under \$100,000 from most socioeconomic clauses, and clarify and streamline the labor, environmental, small business, and minority contracting requirements;*
- *Standards of conduct: eliminate duplication and pyramiding of penalties and other administrative procedures; and*
- *Intellectual property: change statutes to reflect the fact that modern technology is heavily dependent upon proprietary invention and entrepreneurial innovation.*

The Deputy Under Secretary of Defense (Acquisition Reform) later assumed action items for those areas on which DoD could act. Congress began acting upon many of the other recommendations, resulting for one in a significant acquisition reform law, the Federal Acquisition and Streamlining Act of 1994. The full impact of the Section 800 Panel's work is still unfolding.

DSMC REPORTING SENIOR WAS NEW UNDER SECRETARY OF DEFENSE (ACQUISITION)

Implementing recommendations of the President's Blue Ribbon (Packard) Commission on Defense Management, the Secretary of Defense in 1987 assigned the management of all acquisition activities to the newly created position of Under Secretary of Defense (Acquisition). The first occupant was Richard P. Godwin. The College was among the defense agencies reporting directly to the USD(A). This reporting relationship continues through delegation of reporting senior responsibilities to the Deputy Under Secretary of Defense (Acquisition Reform).

ACQUISITION LEADERSHIP CONFERENCE AL-90

One of DSMC's largest and most visible consulting contributions was managing and conducting the 1990 Acquisition Leadership Conference - called AL-90 - sponsored by Under Secretary of Defense (Acquisition) John A. Betti (shown right). Held in Panama City, Florida, AL-90 hosted senior acquisition representatives of the Services and Defense Agencies, resulting in more than 70 major recommendations for improving the acquisition process. The College provided faculty, administrative, and logistics support.

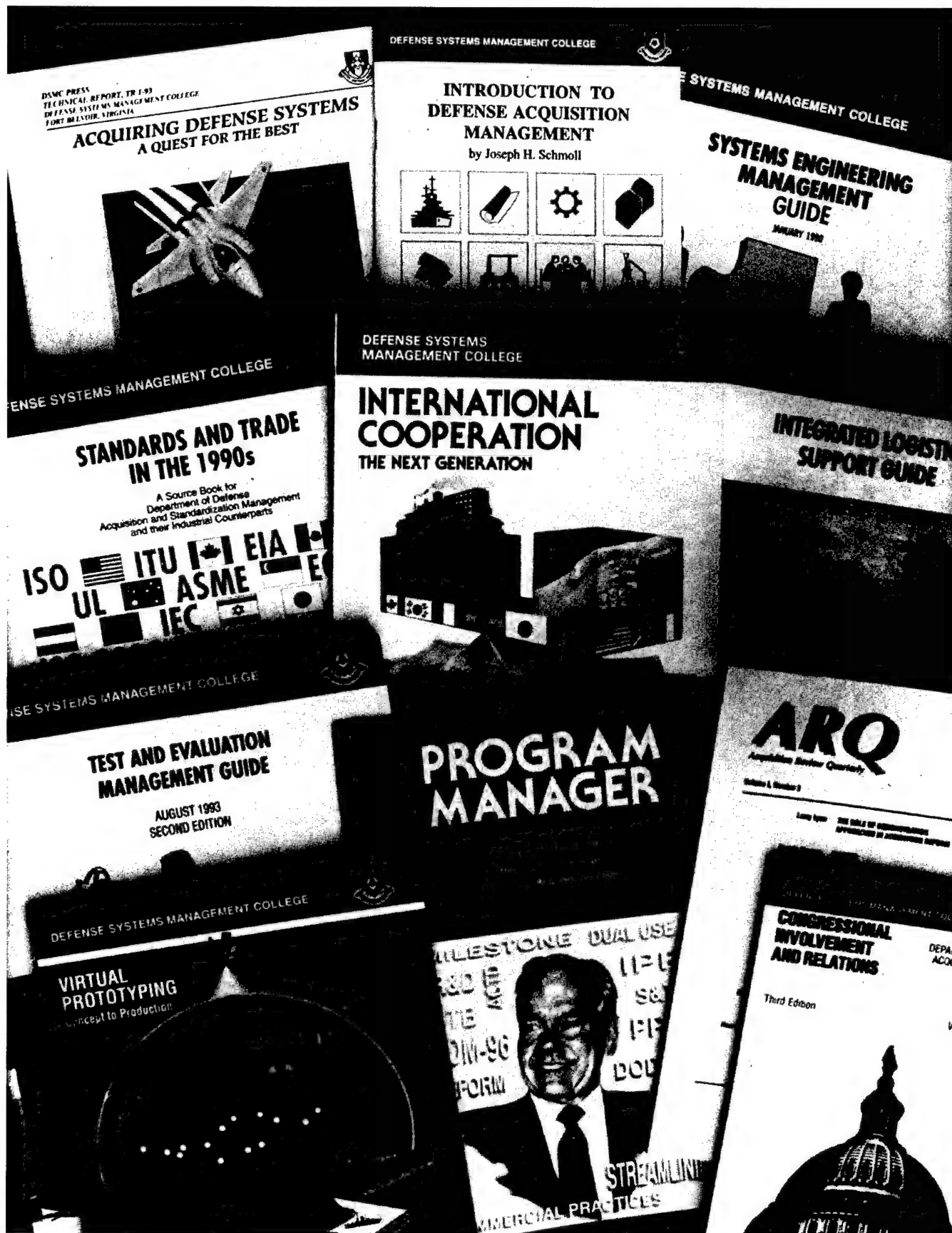
Honorable John A. Betti



Secretary Betti followed it with an implementation workshop at DSMC two months later. In 1988, Betti's predecessor, Dr. Robert Costello, had sponsored a similar but smaller scale Acquisition Leadership conference at DSMC. Distinguished speakers included Secretary of Defense Frank Carlucci, former Deputy Secretary David Packard, and Mr. Bert Rutan, chief executive officer of Sealed Composites Corporation, builder of the aircraft Voyager which set a round-the-world, non-stop flight record.

Col Claude M. Bolton, Jr., USAF, and Gen Ronald W. Yates, USAF



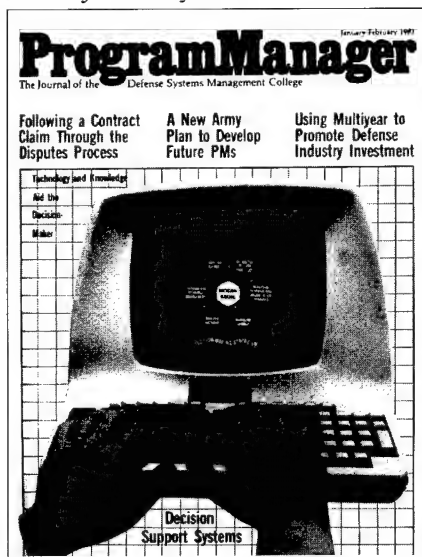


GETTING OUT THE WORD ON ACQUISITION MANAGEMENT: THE DSMC INFORMATION DISSEMINATION PROGRAM



April 1972

January-February 1983



Since our inception, DSMC has been actively involved in disseminating information on defense acquisition management. This role, part of our original three-faceted mission, has been manifested traditionally in production of top-quality publications widely distributed and accepted within the acquisition community by government and industry professionals.

Information dissemination is directly linked to the outputs of DSMC research activities. Publications include books; guidebooks; monographs; technical reports; special publications, and periodicals, including the bimonthly magazine *Program Manager*, and the *Acquisition Review Quarterly*, the journal of the Defense Acquisition University. These publications are integrated into the DSMC academic curricula and made available to the acquisition community and general public.

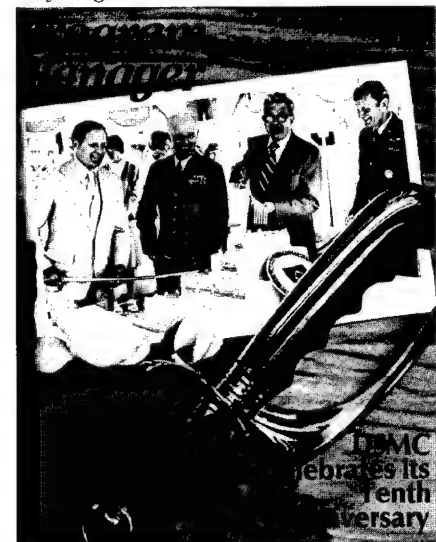
The DSMC Press, established in 1993 as a university or scholarly press, is responsible for acquiring manuscripts, editorial functions, and marketing the publications. Located within the research organization from 1971 until 1994, the DSMC Press now is merged to form the Visual Arts and Press Department,

headed by Greg Caruth, in the Division of College Administration and Services. With this merger, editorial and production coordination can be administered together. The Government Printing Office (GPO) prints DSMC publications under outside contracts. The GPO, Defense Technical Information Center, and National Technical Information Services sell many DSMC Press publications through their marketing systems.

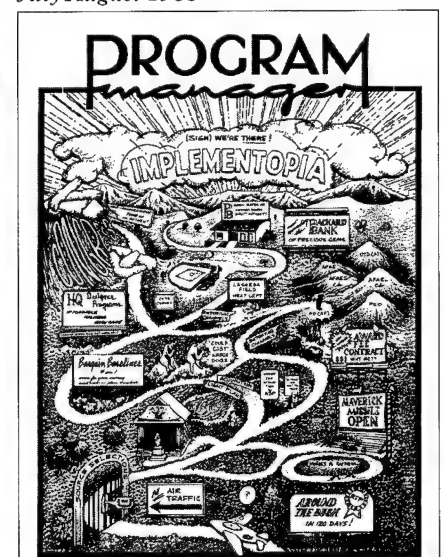
In recent years, DSMC has initiated additional wide-ranging forms of disseminating information electronically. In 1995, we established the DSMC home page on the World Wide Web (<http://www.dsmc.dsm.mil>) to provide acquisition professionals with all manner of DSMC publications and educational and research activities. The ROAR (Research on Ongoing Acquisition Research) project is now online through the home page address (<http://www.dsmc.dsm.mil/roar.html>). So is the DoD Acquisition Deskbook, an electronic discussion forum located at Wright-Patterson Air Force Base, OH. This is available to professionals via the Internet (<http://deskbook.osd.mil/>).

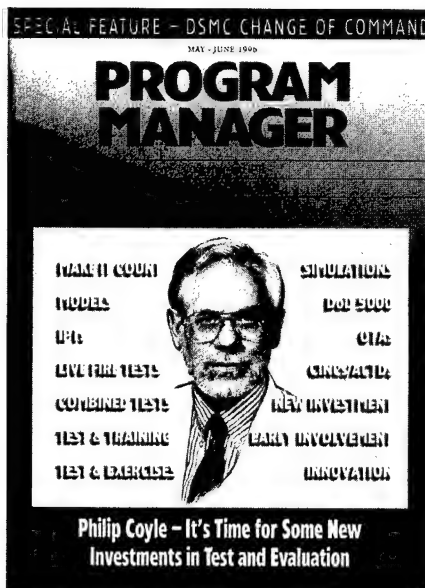
Another essential project to archive and disseminate defense acquisition infor

July-August 1981

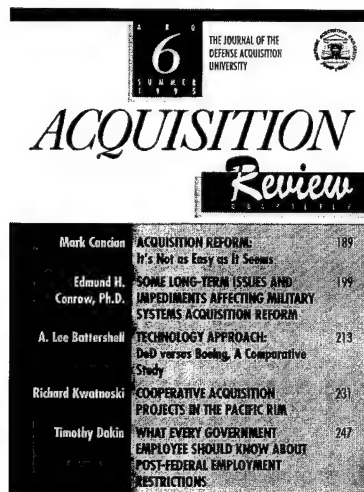


July-August 1988

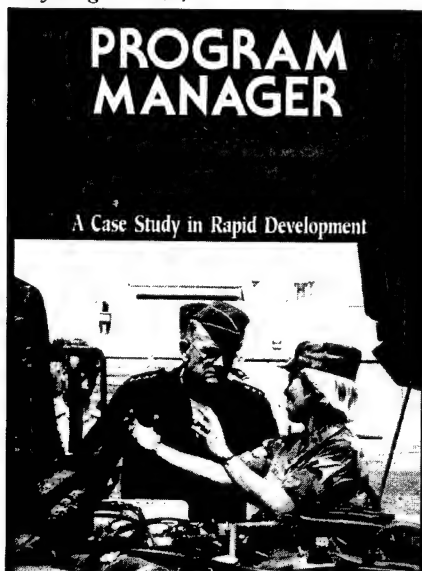




May-June 1996



July-August 1994



mation, begun in 1992 at the request of the Under Secretary of Defense (Acquisition), is the DoD Acquisition Historical Center. This archives project, when complete, will act as the primary repository for acquisition-related historical data for use by faculty, students, researchers, and defense officials seeking to improve the acquisition process. The future of the Center, located in Building 205 within the Research, Consulting, and Information Division offices, is pending funding consideration.

Also known as the "acquisition archives," the Center officially began operations in the summer of 1994. Scheduled to be fully operational in 1997, the Center's data management system will incorporate state-of-the-art imaging and optical disk technology to reduce storage requirements and provide remote online retrieval of unclassified acquisition information via the Internet. Classified information can be accessed only on-site at DSMC.

Early DSMC efforts to disseminate acquisition information included newsletters; reports of meetings, symposia, and conferences; and reprints of College acquisition research project results. Written information was reinforced through faculty briefings and presentations. Publications were limited to pamphlets and brochures.

The original predecessor of today's popular *Program Manager* magazine was the

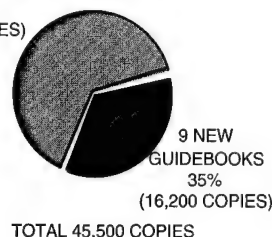
Program Managers Newsletter, started in 1972 with Sidney A. Knutsen as its first editor. The quarterly issue consisted of eight pages including the covers which contained text. As the principal means of communicating with the acquisition community, within two years its distribution reached 7,000 copies per issue, with an average of 32 pages. The target audience was mostly graduates of DSMC courses, but soon other acquisition professionals requested copies.

In 1978, the *Newsletter* changed from a quarterly to a bimonthly publication and enhanced its format, image, and number of pages. In 1979, the name became *Program Manager: the Defense Systems Management College Newsletter*. It contained a more reader-friendly format with a new cover in colored ink, and is the forefather to today's magazine. Articles were authored by faculty, former DSMC students, and professionals throughout the acquisition community, a practice still continued. Catherine M. Clark became managing editor of *Program Manager* in 1986 and held the position until retirement in 1993. The current editor is Collie Johnson. The magazine is available on DSMC's home page.

In 1976, responding to the need for a learned journal devoted to acquisition managers, DSMC began publishing the *Defense Systems Management Review*. Avonale L. Stephenson was the first managing editor, and Robert W. Ball

DSMC GUIDEBOOKS PRINTED

16 DIFFERENT
REPRINTS
65%
(29,300 COPIES)



PROGRAM MANAGER'S NOTEBOOK: INSTANT AND CONTINUING DESKTOP REFERENCE SUCCESS

The Program Manager's Notebook, begun in 1985 under the leadership of Professor Edward Hirsch, continues to be well received in the acquisition community. An in-house effort, the Notebook was designed to provide program managers with a desktop reference that would reduce lengthy searches through directives or other documents, and includes fact sheets on a wide range of acquisition issues and functional topics. Subject matter experts on the faculty have written or provided a peer review of the fact sheets. Lieutenant Colonel Philip A. Young, USMC, headed the 1995 update effort.



Professor Edward Hirsch

LtCol Philip A. Young, USMC (top left), and CDR James R. Keim, USN (seated right)



was senior editor. Mr. Ball later headed the publications directorate and retired in 1995 after 20 years at DSMC. The Review was a means of providing a historical record of significant information associated with acquisition management concepts and practices, and a medium for continuing the work force professional education and development.

In 1980, the Review became CONCEPTS, the journal of defense systems acquisition management. The shorter title, according to editor and publications director Robert W. Moore, was "a lot more representative of the fluid, creative, and idea-oriented nature of the critical business of developing and buying advanced military systems." In 1982, a DoD review board, acting on a directive issued by the Deputy Secretary of Defense, ordered the termination of CONCEPTS, and told DSMC to limit distribution of Program Manager outside of government to paid subscriptions only, meaning some 2,100 subscribers had to be dropped in 1983. At the time, DoD was using the DSMC publications mailing list for expediting distribution of critical information to the acquisition community, such as the latest revision of the DoDD 5000 series. The College received numerous requests to reprint articles from both periodicals.

Publication of guidebooks began in earnest in the late 1970s with the *Joint Logistics Commanders Guide for the Management of Joint Service Programs*, and the *Joint Logistics Commanders Guide for the Management of Multi-national Programs*. Portions or all of the research and writing of these books and others were often contracted out. Some books, monographs, and technical reports are written by faculty, a major effort in light of teaching or other requirements. In 1980, the publications division assumed total responsibility for producing the DSMC Catalog, and

remains involved in the editorial process ever since. One of DSMC's most successful publications came out that year, *Skill in Communication: A Vital Element in Effective Management*, a monograph written by esteemed Professor David D. Acker. The popular piece is still requested by students and outside customers. In 1986, Mr. Acker wrote *A History of the Defense Systems Management College*, a detailed hardback volume of significant reference value commemorating the 15th Anniversary, and available to the public through GPO.

The present DSMC Press list of publications on defense acquisition numbers more than 40. Popular guidebooks, such as the *Acquisition Strategy Guide*, *Introduction to Defense Acquisition Management*, and *Glossary of Defense Acquisition Acronyms and Terms*, are periodically updated by faculty representatives or contractors on behalf of DSMC faculty sponsors. Oversight and coordination of the special publications are the responsibility of special publications editor Alberta Ladymon.

By the early 1980s, the publications directorate was providing editorial services on all DSMC publications, publishing academic texts for classroom use, and publishing the results of research projects in Program Manager. By 1985, paid subscribers had increased to more than 1,100, including subscribers in 11 foreign countries. The total mailing list reached more than 11,000. Articles were quoted at symposia, conferences and lectures, and in various trade and industry journals. Other DoD schools, including the Army War College, Naval Postgraduate School, Air Force Academy, and Fort Belvoir Engineer School, as well as civilian libraries, became big users of DSMC publications. Users deemed the publications essential to understanding and executing their acquisition duties. Today's total circulation is more than 20,000.

INFORMATION RESOURCE MANAGEMENT SYSTEM ENTERED DSMC INTO THE ELECTRONIC AGE

By 1985, led by project manager Professor John R. Snoderly, DSMC had acquired a first-rate electronic information resource management system consisting of a local area network (LAN) broadcast system and a fully networked set of executive and administrative work stations. The system improved the administration of students, improved student training, helped to develop and enhance program management support systems, and improved support overall to program managers. Internally, faculty and staff productivity increased as word processing and other software programs become available.

The system continues to be upgraded with state-of-the-art equipment and software. Each work station computer is replaced every three years.



Professor John R. Snoderly

DSMC moves into the electronic age with a Fiber Optic backbone LAN.

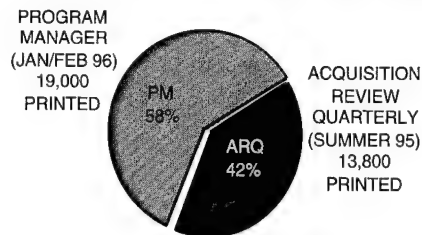


The latest addition to the DSMC periodicals is the journal of the Defense Acquisition University, the *Acquisition Review Quarterly*, edited and produced for the DAU. The ARQ readership is primarily senior members of the Acquisition Corps. It serves as a mechanism for fostering and disseminating scholarly research, exchanging opinions, communicating policy decisions, and for maintaining a high level of awareness regarding acquisition management philosophy, principles, and practices. The first issue was published in Winter 1994

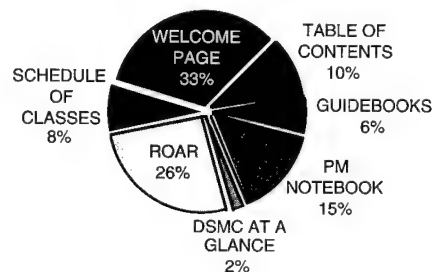
under the leadership of managing editor Wilbur D. Jones, Jr., and editor Robert W. Ball. Dr. James E. Price and James Wittmeyer currently occupy those positions. The ARQ is also on the DSMC home page.

The call for manuscripts from authors is a perpetual request from editors of the DSMC Press. The principal consideration is that each article must relate to defense acquisition management. A copy of the "Authors Guidelines" is available on request.

COMPARISON OF COPIES PRINTED FOR LAST ISSUES OF PM AND ARQ
(Total copies last printing 32,800 issues)



DSMC WEB SITE USAGE
29 Jun 95-3 Jan 96





DSMC former Commandant, Brig Gen Claude M. Bolton, Jr., USAF, presents a framed likeness of Program Manager cover to Acting Under Secretary of Defense (Acquisition and Technology) R. Noel Longuemare. DSMC faculty and staff attending the presentation were (from left) Esther M. Farria, Editor; Paula L. Croisetiére and Gregory T. Caruth.

DSMC FEELS RIGHT AT HOME WITH PRINCIPAL DEPUTY UNDER SECRETARY R. NOEL LONGUEMARE

It took only days for DSMC to feel right at home with the Honorable R. Noel Longuemare, Principal Deputy Under Secretary of Defense (Acquisition and Technology), and previously acting Under Secretary, in the Clinton Administration. Mr. Longuemare, a Westinghouse executive before joining DoD in 1993, immediately made himself available as a guest lecturer and for campus meetings with students and acquisition managers. Mutual admiration quickly developed. The Program Manager magazine featured him as a cover story in its March-April 1994 issue.

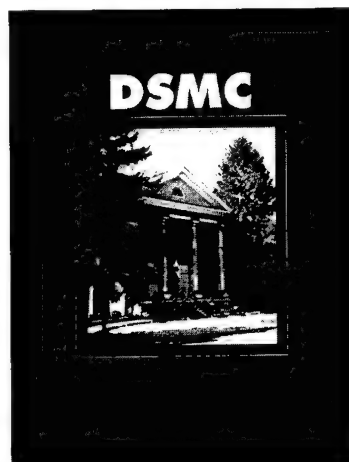
"My opportunities to speak to DSMC classes and participate in seminars are among my favorite Pentagon memories," Secretary Longuemare said. "I always learn something useful from these sessions. I am always impressed with the creativity and initiative with which our field program managers meet daunting challenges to their technical, cost, and schedule baselines. DSMC provides a great way to spread these innovative ideas to a wider audience."

Left: DSMC At A Glance contains a quick view of college facts and figures.

DSMC has provided outstanding support to the Army Materiel Command through the years as the premier training facility for the acquisition community. Your restructuring of the Program Management Course to more efficiently meet the needs of the acquisition community and your trailblazing work on the electronic information frontier through participation in the DoD Deskbook will keep DSMC in the vanguard.

I am certain DSMC will remain an indispensable agent of change as acquisition reform moves toward full implementation, and we see the savings and efficiencies that are, in effect, a matter of survival to our future.

— General Leon E. Salomon, USA, Commanding General, Army Materiel Command, 1996



Carrie Simpson receives an autographed copy of author Wilbur D. Jones, Jr.'s Fourth Edition of Congressional Involvement and Relations.



Kay Sondheimer, Collie Johnson, and Jeanne Elmore



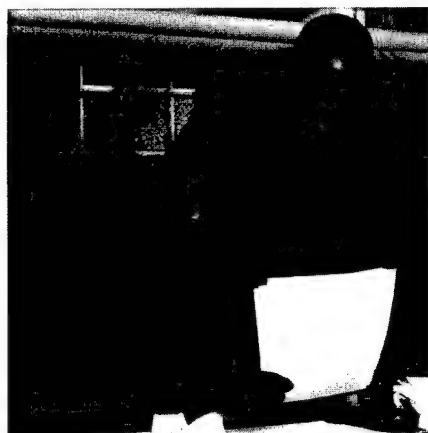
Catherine Pearson and LCDR Deborah R. Leighton, USN



PROVIDING THE MEANS: THE DIVISION OF COLLEGE ADMINISTRATION AND SERVICES



*Lisa George and Ramona Lemelin,
Registrar's Office.*



*SGT Joseph O'Neal, USA, and SGT Paul
Lott, USA, supply*

*Clinton D. Osborne and Tommy Lawrence,
Maintenance Department*



From two original small secretariats for administrative and support services, the task of providing the means for DSMC's growth and continued success has evolved into the responsibility of the present Division of College Administration and Services (DCAS).

As DSMC entered our second year, Colonel Levin W. Parker, Jr., USAF, headed the Secretariat in the Office of the Commandant. The Assistant Secretary for Administration, Commander Robert E. Byberg, USN, directed the admissions and registration, reproduction, and other administrative areas such as maintenance. The Assistant Secretary for Support Services, Lieutenant Colonel Edwin R. Levine, USA, directed operations in the library, graphic arts, audio-visual, and supply areas. Today's DCAS operations include all of the above duties. Over the years, the library was located in the directorates for research, information dissemination, and DCAS, where it now resides. The DSMC budget and financial matters, later merged into DCAS, were part of the Directorate of Research and Curricula.

Mila Gonzales, Acker Library.



By 1977, activities were assimilated under the Department of Administrative Operations and Support, headed by Major R. D. Clark, USAF. Mr. James O. Howell, a member of the original DSMC staff, had become chief of the Support Operations Division. Eventually he achieved the position of Deputy Dean of DCAS before his 1991 retirement. Mr. William G. Gicking, also a DSMC plank owner, served as registrar and admissions director until his retirement in 1984. By 1982, the Department of Administration, having absorbed the financial management activities, and headed by a dean, Colonel Henry I. Lowder, USA, was one of the three principal College divisions. On retirement in June 1982, Colonel Lowder was replaced by Colonel Thomas V. Forburger, USA, who would eventually rise to Deputy Commandant and Commandant.

Under the aegis of Colonel William V. Murray, USA, the department by 1986 had expanded its responsibilities to include security and liaison with Pentagon organizations, the Policy Guidance Council, the Board of Visitors, the Federal Acquisition Institute, the defense industry, other academic institutions, and host Fort Belvoir. The popular Wellness Center was a major addition under the leadership of Colonel Rudolph H. Ehrenberg, USA, in the early 1990s.

Major functions of the present DCAS include:

- financial and manpower planning and support;
- procurement and contracting;
- military and civilian personnel administration;
- protocol assistance;
- industrial operations including supply; visual information, photography, duplication and reproduction, television production and recording;
- the David D. Acker Library;



Lt Col Robert J. Traube, Jr., USAF, SGT Julia Mitchell, USA, and CDR Brian A. Kelmar, USN



SGT J.J. Doucette, USA, SGT Della Williams-Humphrey, USA, and CDR Amy Warrick, USN

Norma Lopez and Catherine A. Pearson, civilian personnel office



SGT Smitty Smith, USA, Audio Visual Department



- the Learning Resource Center;
- facility planning, maintenance, and operations;
- automation equipment, computer operation and maintenance, and management of information processing;
- the DSMC Wellness Center (gym);
- the DSMC Press for publication of books, periodicals, and other special publications; and
- the aforementioned liaison functions, less the Policy Guidance Council and Board of Visitors, plus the DSMC Alumni Association.

Colonel William E. Knight, USA, has been Dean of DCAS for the past three years. The Deputy Dean since 1991 is David L. Scibetta.

SSG Greg Wellington, USAF, mailroom



Margaret Brown and SGT Gale Breer, USA, in-process students of the Program Management Course.



Diane Reid and CPT David B. Andrews, USA



The late Michael R. Dee, Chief, Audio Visual Department



Helen H. Haltzel and Patricia Gipe

ACKER LIBRARY SPACE AND SERVICES HAVE EXPANDED TO MEET DEMANDS

By 1973, the DSMC library found its original space restrictive and unable to handle faculty and student needs. The College leased a trailer and assigned an additional room in Building 202, hired a professional cataloger, established special reading files, and leased a terminal on the Defense Documentation Center online System. With these upgrades in service, by 1974 the library was operating within a vast network of federal, university and institutional libraries with reciprocal agreements to expand the scope of information available to students.

During the 1970s, the library was called the Information Services Center. By 1975, the center contained 5,400 hardbound books, 5,000 reports, studies, and other documents. Periodical subscriptions reached 400 per year. The collection expanded by 1980 to include reports from the General Accounting Office, Rand Corporation, Logistics Management Institute, and Defense Technical Information Center (by dedicated terminal for online access), publications from the Commerce Clearing House and Comptroller General, and numerous documents on microfiche and microfilm. That year the center became a member of the Federal Library and Information Network.

During the early 1980s, the center established a DSMC historical files and archives and an acquisition program repository. By mid-decade, circulation and attendance in the library had increased 40 percent, and reference and research requests 60 percent. In 1985, the online Computer Library Center (OCLC) was installed, thereby virtually linking the library with others on that system. When Building 226 opened in 1986, the library moved into its present 8,200 square feet of space with a vault for classified information storage.

In memory of long-time professor and author David D. Acker, the facility in 1992 was renamed the Acker Library. Two directors have supervised the library: Patricia Gipe served from the beginning until 1991 when Helen Haltzel became director.

The current collection includes:

Books - 18,000

Documents/Reports - 9,000

CD-ROM Disks - 700

(CD Databases) - 20

Film Cassettes - 1,600

Periodical Subscriptions - 500



Jane Cohen (standing) demonstrates online services.



The Acker Library has its own Sun Sparc 10 computer which runs an automated, online system totally integrating the catalog, circulation desk functions, serials control, and acquisition and accounting activities. The card catalog is closed. The online catalog with graphical user interface is available on the World Wide Web. The reading room contains 12 public-use computer stations for consultation on the catalog, CD-ROM databases, and the Internet. A self-check workstation enables patrons to check out materials using their DSMC identification badges.

LEARNING RESOURCE CENTER IS BOOMING

The DSMC Learning Resource Center, opened in 1989, has become one of the most frequently used academic features on campus. Directed by founder Myrna Bass, and located in the basement of Building 208, the LRC offers self-directed, self-paced learning in support of the curriculum and personal career development.

The LRC maintains a collection of videotapes on Distinguished Guest Lecturers, faculty and other lecturers, and commercial training packages in assorted media. A computer lab provides high-technology self-help: a scanner for text or graphics, color printers, and a postermaker.



Myrna Bass, LRC

PAPER FOR EDUCATION

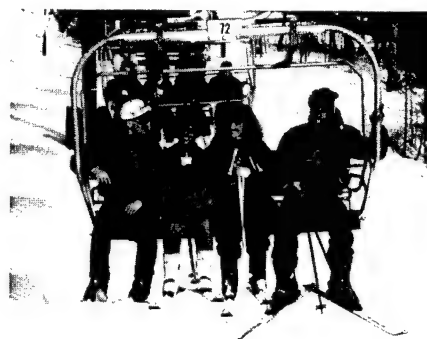
Five enlisted personnel in the DSMC Duplicating Branch were printing or reproducing an average of 850,000 pages per month by 1979, stated MSgt Frank Scavotto, USAF, Branch Chief. Approximately 90 percent of this paper was in support of the academic program, and 10 percent for in-house administrative matters.

GREEN SHEET (DSMC SCENE) AND DSMC WAVE HELP EXPEDITE INTERNAL COMMUNICATIONS

The College's internal communications has been expedited over the years through publication of the periodic newsletter "Green Sheet," now the "DSMC Scene," begun in 1981, and the local area network "Green Sheet" version now called the "Wave," initiated in 1986. College official and other announcements are promulgated, ranging from notification of retirements and award ceremonies, to Commandant's Call, blood drives, changes to DoD or DSMC policies, modified office hours, etc.

DCAS STAFF ENJOY TEAM-BUILDING TRIPS

In recent years, the Division of College Administration and Services, headed by Colonel William "Bill" Knight, USA, has enjoyed a number of off-site team building trips. The common-experience, camaraderie-building evolutions have included field trips to the Civil War battlefields of Gettysburg and Antietam, the Camp Hemlock "obstacle course," ski trips to Pennsylvania, and train trips in Western Maryland. Employees take annual leave to participate when required.



Part of the DCAS team goes skiing

LI2 Ron Richely, USN, and MSgt Frank Scavotto, USAF





WELLNESS CENTER A DSMC HIGHLIGHT

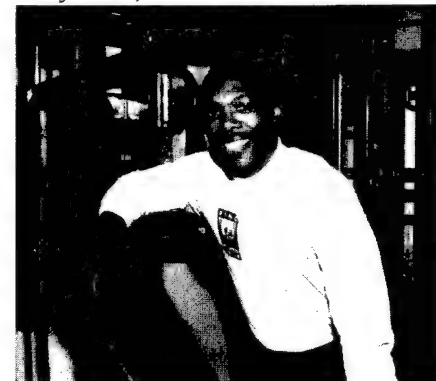
The DSMC Wellness Center, otherwise called "the gym," has evolved over the years into a first-class health and physical fitness facility. Once stashed away on the second floor "porch" of Building 202, when employees often equipped the place with their own items, the Center has steadily grown to cover the entire basement in Building 205. Open to faculty, staff and students, the Center is a highlight in the days of many users.

Besides offering daily aerobics classes from certified DSMC instructors, and an available VCR for individual aerobics, the Center provides Nautilus, Universal, and Cybex weight training machines and free weights, as well as cardiovascular equipment that includes rowing machines, Nordic Traks, stationary bicycles, and Life Step machines. Professor Wilbur D. Jones, Jr., a long-time, fervent and regular user, says an exercise pole and bench he loaned to the gym 12 years ago are still going strong. Most other original equipment has been replaced.

Terry Davis has served as the Center's director for the past two years.

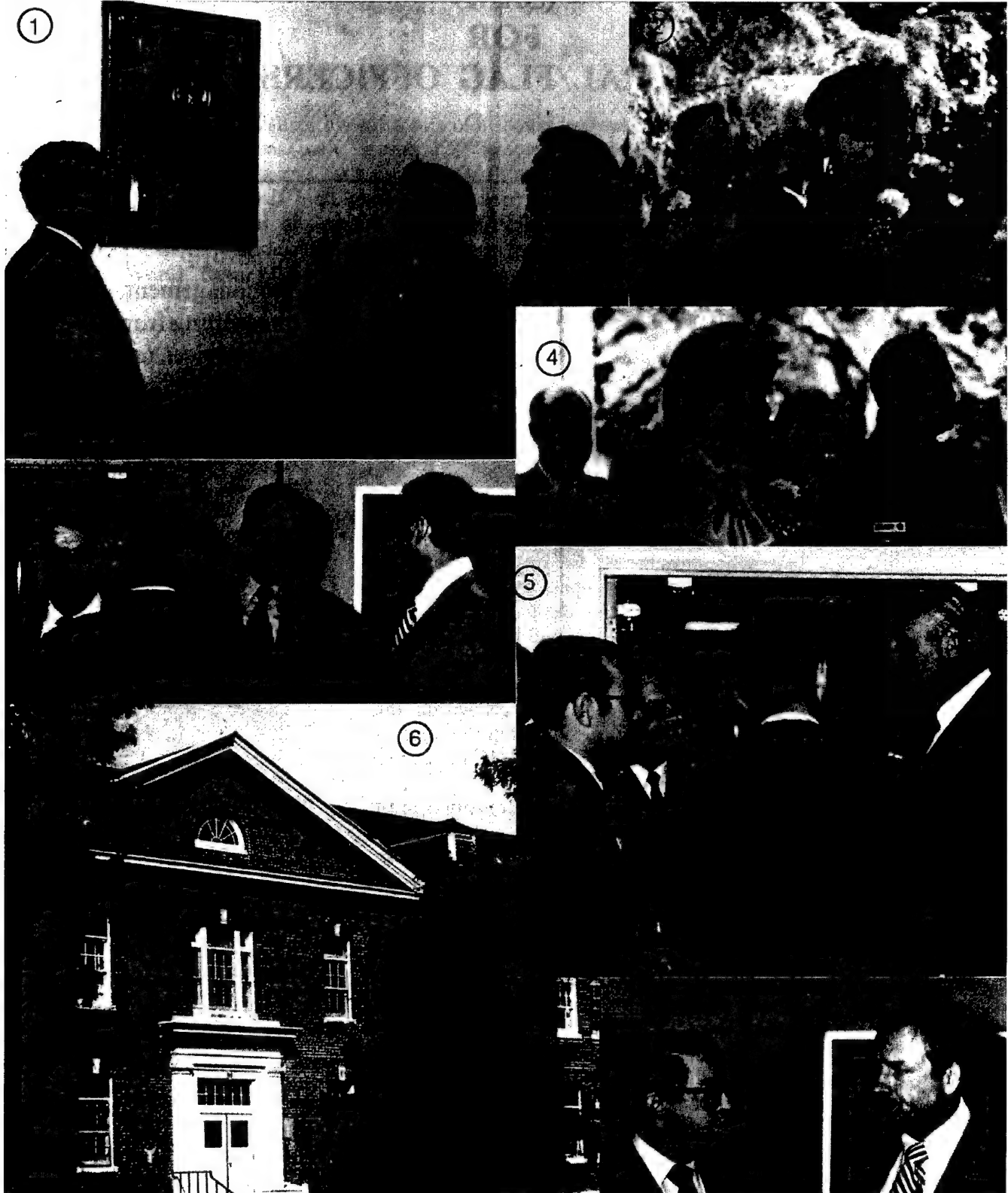


Terry Davis, Wellness Center Director

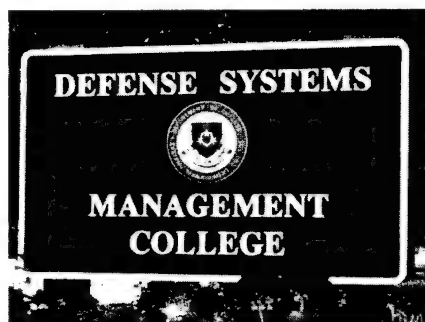


DEDICATION OF PACKARD HALL, Building 204
28 October 1976

(1) Members of the DSMC staff admire plaque. (2) Guests arrive. (3) Mr. Shrontz, Maj Gen Albert, Mr. Augustine and Dr. Currie at reception. (4) COL and Mrs. Hanby arrive followed by Maj Gen and Mrs. Albert. (5) Mr. Packard (right) talks with PMC 76-2 students. (6) Building 204. (7) Mr. Shrontz (left) and Dr. Currie (right)



FORT BELVOIR NATIONWIDE: THE DSMC CAMPUSES



At our fledgling beginning in 1971, the DSMC campus of administrative and faculty offices fit into Building 202 on Fort Belvoir, and our two classrooms were temporary attached structures. From an opening total of 38,000 square feet in facilities, DSMC's main campus has grown to 11 buildings and more than 265,000 square feet. In 1972 we could accommodate only 60 students at once for the three courses offered. Today our Fort Belvoir capacity is 900 students at a potential of 32 course offerings. An additional 200 students can be taught at the College's four Regional Centers.

Seven of the buildings today occupying the main campus quadrangle are used primarily for classrooms and faculty offices. Three more are used for conferences, meetings, and assemblies by students and outside organizations. The remaining building, formerly a mess hall, was renovated in 1996 and consolidates contracting, supply, and warehouse operations.

Additional facilities were first acquired in 1975 when the quadrangle Buildings 205, 207 and 209 were turned over to DSMC for classrooms and faculty offices. This followed the move of the U. S. Military Academy Prep School to Fort Monmouth, New Jersey. The 415-seat Essayons Auditorium was acquired as a student assembly facility. In October 1976, DSMC obtained Building 204 for additional classrooms and offices and dedicated it to the College's founder, former Deputy Secretary of Defense David Packard.

By 1980, Buildings 205, 207, and 209 had reopened after being closed a year or more for major renovations. Building 205 was dedicated to former Deputy Secretary of Defense William P. Clements, Jr., in 1981 during DSMC's tenth anniversary ceremony. In 1982, we obtained the original Building 226 at

the quadrangle's southern end. It would later be greatly expanded.

Use of Building 202, historically called MacArthur Hall for Lieutenant General Arthur MacArthur (1845-1912), evolved into offices for college administration and faculty. Today it houses the Office of the Commandant and the Executive Institute, three faculty departments, and administrative services offices.

The increasing need for universal acquisition education and the geographical dispersion of the acquisition workforce led to the 1984 establishment of DSMC Regional Centers nationwide. The expansion was natural because the College had been increasing the number of off-campus offerings to reach the maximum number of personnel who could be supported. The Regional Centers, located in Boston, Massachusetts, at Hanscom, Air Force Base; St. Louis, Missouri, at the Army Aviation and Troop Support Command; Huntsville, Alabama, at the Redstone Arsenal; and Los Angeles, California, at the Air Force Space Division, each occupy part of one building as a tenant of the parent military commander. Of the Regional Directors who opened the four Centers, one still holds the position: Dr. Julius Hein in St. Louis. Other first Regional Directors were Gerald Chasko, Boston, Dr. Jay Billings, Huntsville (he retired in April 1996), and the late Dr. Samuel Staley, Los Angeles.

Additional facilities have been acquired over the past ten years, with the most significant being the construction of a new and larger Building 226, adding some 50,000 square feet of space to the main campus. The building, dedicated in 1986 and named for DSMC's first Commandant, the late Brigadier General Winfield S. Scott III, USA, (Ret), contains five classrooms, faculty offices, the library, and a 400-seat auditorium.

Later in the 1980s, DSMC obtained the old adjacent NCO Rocker Club, Building 184, for use as an Executive Conference Center and activity building.

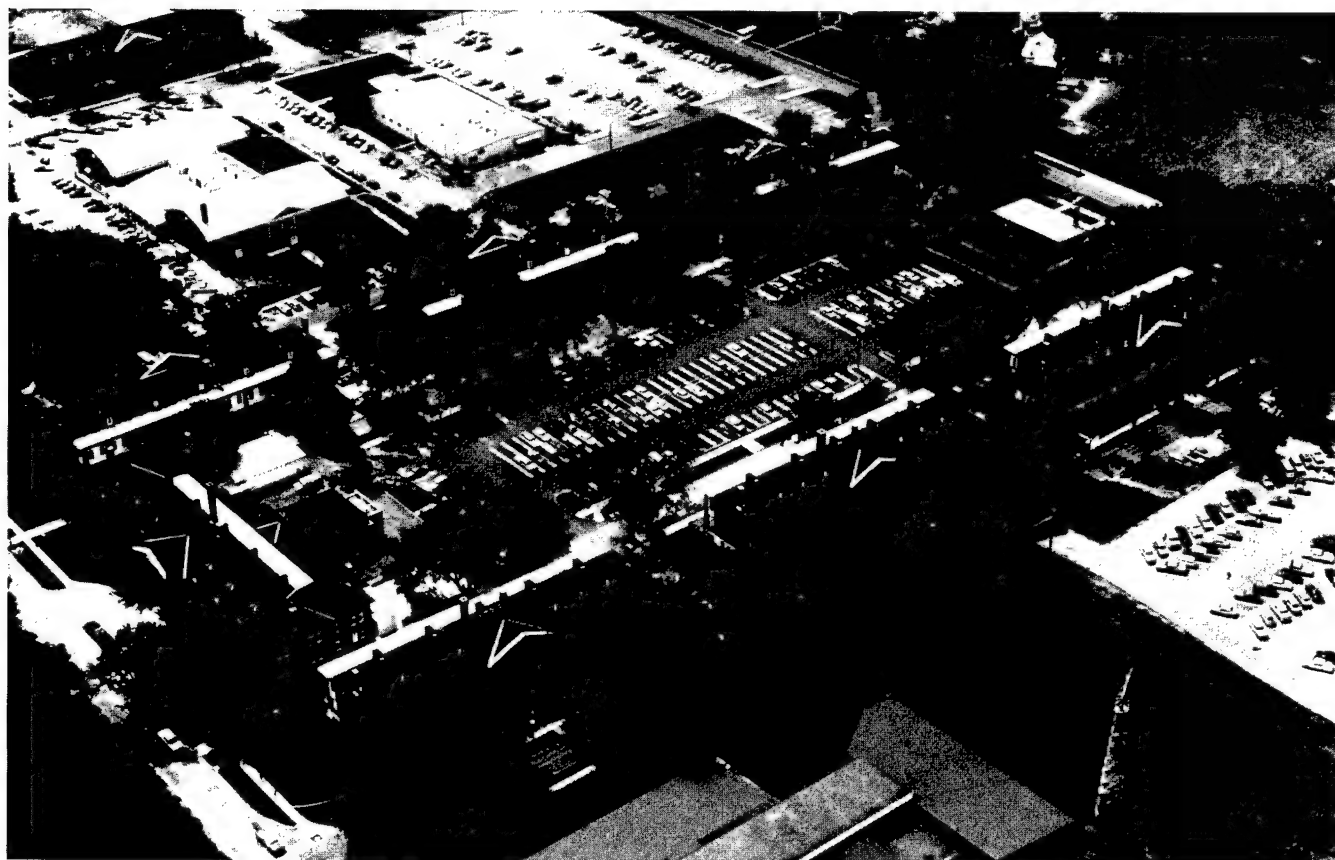
In 1991, DSMC finished securing its ownership of the buildings surrounding the campus quadrangle by acquiring Buildings 206 and 208. Previously occupied by the post's military police, these buildings were transferred to DSMC and renovated into classroom and faculty office spaces. That year we constructed a new student classroom on the site of the old attached Classroom B, one of the original temporary classroom buildings, and named it in memory of DSMC Professor Fred Waelchli. Today

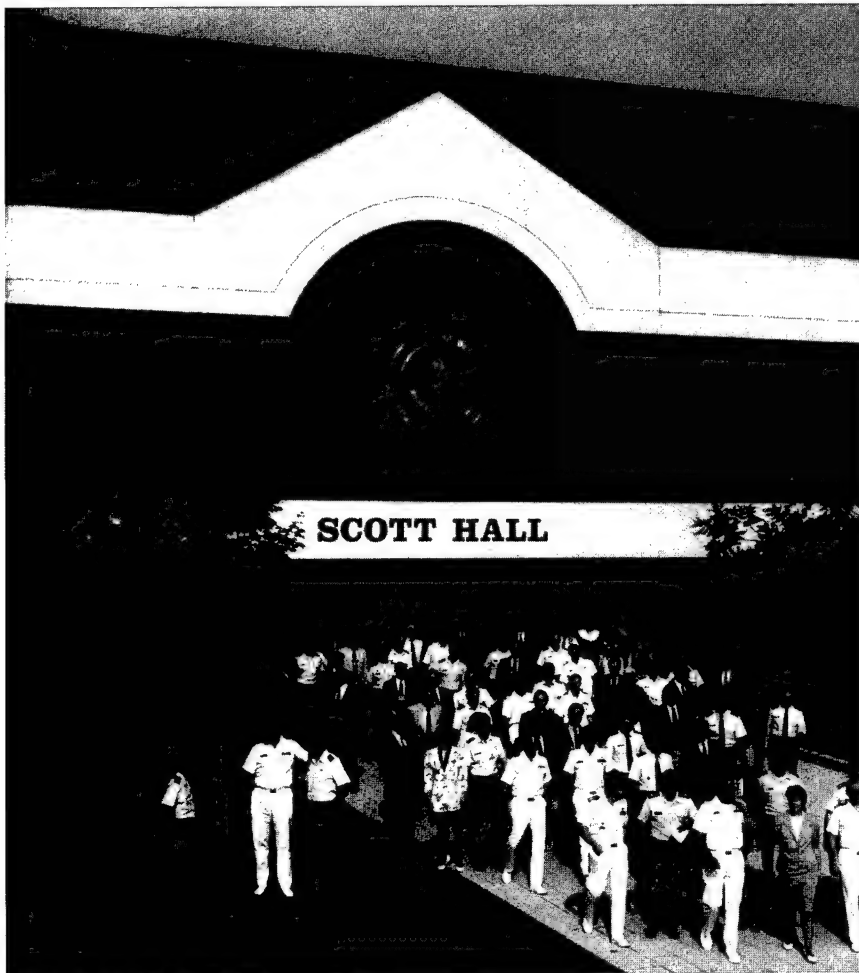
the main campus has 16 classrooms, with an additional 14 conference or breakout rooms available for quick conversion into classroom use. In 1993, other major facility upgrades expanded the DSMC Learning Resource Center in Building 208 and the 5,000-square foot DSMC Wellness Center in Building 205. These facilities have proven themselves popular with faculty, staff, and students alike.

In recent years, DSMC has modernized and vastly improved campus spaces and basic services. They include habitability and efficiency upgrades to the basements, offices, restrooms, and classrooms; improvements to telephone ser-

vice and other utilities; the audio-visual system; the physical security system; and the supply and printing processes. Through installation of an "electronic campus," work station computers are networked through building servers, with access to the Internet and World Wide Web. The College has also established its own home page on the web.

Although space and facilities appear capable of handling DSMC's current and projected workload, the College continues to look for opportunities to improve the working and learning environments of customers, faculty, and staff now and in the future.

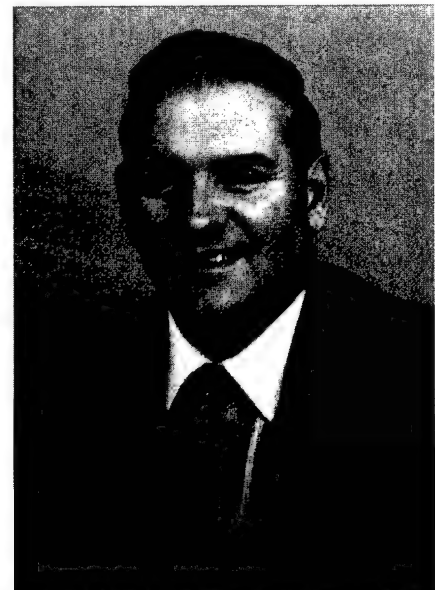




Building 226 - Scott Hall

BUILDING 226 ADDED MUCH-NEEDED SPACE

Ground was broken for a reconstructed "new" 37,000-square foot Building 226 in early 1984. The building incorporated the latest energy conservation features including active solar energy for domestic water heating. It added a 400-seat auditorium, 40 student study rooms, five seminar rooms, and the DSMC library. The study rooms later were converted to faculty offices. The William M. Schlosser, Co. of Hyattsville, Maryland, constructed the facility at a cost of \$3,615,000. The building, named for Brigadier General Winfield S. Scott III, USA, DSMC's first Commandant, was dedicated in 1986.



James O. Howell, Deputy Dean, College Operating Services, the "father of Building 226."

Chris Johnson, Professor William Erie and Kim Attaway



USE OF FORT BELVOIR BOQ EASED STUDENT HOUSING

In the mid-1970s, DSMC began assigning students to Fort Belvoir's bachelor officers' quarters (BOQ), an arrangement that continues today. This has alleviated a pressing problem in housing students, particularly for those in the Program Management Course.

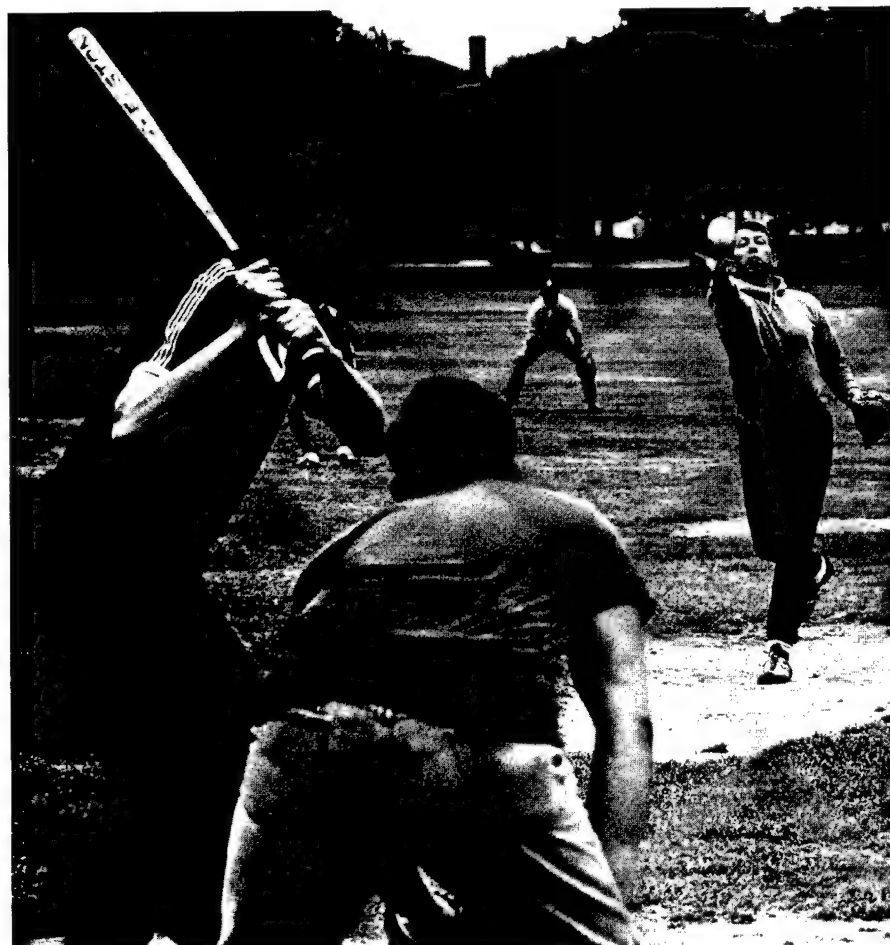


Fort Belvoir BOQ

PHYSICAL FITNESS OF FACULTY, STAFF AND STUDENTS EMPHASIZED

All Commandants recognized the need for faculty, staff, and students to maintain top physical fitness. From the beginning, everyone could participate in individual and team activities utilizing Fort Belvoir and DSMC gyms and other facilities for jogging, golf, tennis, racquetball, softball, volleyball, and basketball. Fort Belvoir has proven an ideal place for jogging.

Golf tournaments were held each spring until recent Program Management Course schedule constraints, and a competitive sports day has been held for each class where DSMC and student section teams vie for honors.



A-Student Parking Areas

Building 184, Executive Conference Center

DSMC Activity Center (100 yards from Building 208)

Building 231

Contracting/Supply/
Warehouse

Building 208

Classrooms 81, 82, 83, 84
Learning Resource Center
Systems Engineering

Department
Test & Evaluation
Department

Building 226, Scott Hall

David D. Acker Library
Howell Auditorium
School of Program
Management

Seminar Rooms 1, 2, 3, 4, 5
Video Services Department

Building 219, Essayons Auditorium

Essayons Theater

Building 206

Classrooms 62, 63, 64
Cost/Schedule Department
Faculty Division
Funds Management
Department

Maintenance Department

Visual Arts, DSMC Press and
Photography Department

Building 209

Automated Classroom 92

Automation Management
Department

Classrooms 91, 93, 94

Logistics Management
Department

Manufacturing Management
Department

Office of the Registrar

Building 207

Academic Programs Division

Cafeteria

Classrooms 73, 74

Software Management
Department

Building 204, Packard Hall

Classrooms 41, 42, 43, 44

Contract Management
Department

Contractor Finance
Department

Printing and Duplicating
Department

Building 291

Military and Civilian
Personnel

Building 292

Waelchli Room

Building 205

Classrooms 53, 54

Education Department

Research, Consulting and
Information Division

Wellness Center

Building 202, MacArthur Hall

Acquisition Policy Department

Contract and Logistics

Operations Department

Division of College

Administration and Services

Executive Institute

Human Resources and

Administration Department

Management Deliberation
Center

Managerial Development
Department

Office of the Commandant

Principles of Program

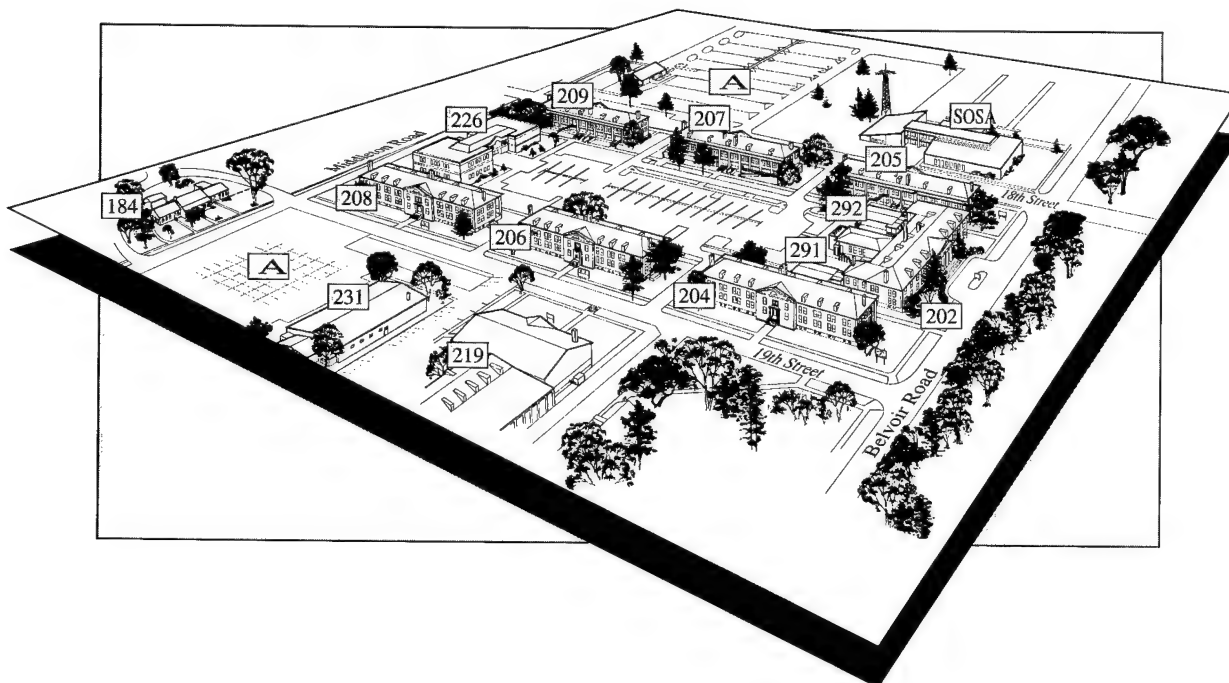
Management

Department

Resource Management

Department

Video Services Control
Center/ Customer Service



THE DSMC COMMANDANTS



**BRIGADIER GENERAL
WINFIELD S. SCOTT III,
USA**

**1 February 1971 -
10 July 1974**

Brigadier General Scott began his military career in 1940 as an enlisted man in the National Guard. In 1941 he entered the U.S. Military Academy, graduating as a Second Lieutenant of Field Artillery in 1944.

After attending Field Artillery School, he served with the 10th Mountain Division in Italy during World War II. Subsequently, he taught in the Officers' Guided Missile Course, U.S. Army's Anti-Missile and Guided Missile School.

In 1951, shortly after graduating from the Artillery Officers' Advanced Course, he was transferred to the Ordnance Corps and assigned to Sandi Base, NM, as part of the cadre that activated the 9th Ordnance Battalion (Special Weapons Support), first such unit in the Army. After service with the battalion in the United States and Europe, he was assigned to the Headquarters, U.S. Army, Europe, as the first ordnance special weapon logistics officer, 1955-57.

He attended the 1957-58 session of the Army Command and General Staff College. Upon graduation, he became a special weapons and guided missile requirements officer on the staff of the Deputy Chief of Staff for Logistics, Department of the Army. In 1962, he was detailed to the planning group charged with organizing and activating the Army Materiel Command. After service in the Office of the Comptroller and Director of Programs in the newly formed command, he attended and was graduated from the Industrial College of the Armed Forces.

In July 1964, General Scott was assigned to the Military Assistance Command, Vietnam, where he served as command ordnance officer and senior advisor to the chief of ordnance, Republic of Vietnam Armed Forces. Returning to the United States in 1965, he served in the Logistics Directorate, Joint Chiefs of

Staff, with principal responsibilities for the preparation of mid-range logistics guidance and plans.

In July 1968, he was appointed tri-service project manager for the 2.75 Inch Rocket System, Picatinny Arsenal, Dover, NJ.

In February 1971, General Scott was selected to become the first Commandant of the Defense Systems Management School. He served at the school until he retired in July 1974.

General Scott was awarded a master's degree in electrical engineering by Northwestern University in 1949 and a master's degree in business administration by George Washington University in 1964. In 1968, he completed the Management Program for Executives at the University of Pittsburgh's Graduate School of Business.

General Scott died in November 1984.

Back in February 1971...everybody knew who I was. I was an Army general and I had the stars to prove it....But, nobody had ever heard of the Defense Systems Management School....Now I find the exact opposite to be true. Nobody knows who I am, but almost everyone I meet has heard of this College.

— Brigadier General Winfield S. Scott, USA (Ret), DSMC's first Commandant, in retirement, 1976

Brigadier General Winfield S. Scott III rendered distinguished and valuable service to the Department of Defense and to the United States of America as the organizer and first commandant of the Defense Systems Management School. His leadership, management and guidance have produced an outstanding institution, respected by government and industry alike, for its contribution to weapons acquisition management.

**Citation from
William P. Clements, Jr.
Deputy Secretary of Defense
July 1974**



**MAJOR GENERAL
JOHN G. ALBERT, USAF
10 July 1974 -
30 June 1977**

Major General Albert began his military career in 1943 as an enlisted man in the Army Air Corps. He entered the U.S. Military Academy in 1945, graduating with a commission as Second Lieutenant in 1949. For his first assignment he was sent to the Air Tactical School, Tyndall Air Force Base, FL.

His career in guided missiles began in 1950, when he was assigned to Holloman Air Force Base, NM, where he became project officer for the X-7 ramjet test vehicle. He was later assigned to the Air Force Missile Test Center, Patrick Air Force Base, FL, where he participated in the testing of long-range missiles. In 1954, he began a 3-year teaching assignment in guided missiles and atomic weapons at the U.S. Military Academy.

He was next assigned to the Air Force Ballistic Missiles Division, Air Research and Development Command, Los Angeles, CA. His work entailed duties in connection with the Atlas missile and Ranger and Mariner launch vehicles.

In July 1963, General Albert was assigned to the 6555th Aerospace Test Wing at Cape Kennedy, FL., where he was chief of the Gemini Launch Division and launch director for all of the Gemini launches.

After attending the Industrial College of the Armed Forces in 1967-68, he was assigned to the Directorate of Space at Headquarters, U.S. Air Force. He first served as chief of the Program as chief of the Policy and Plans Group before becoming director of space.

In July 1972, General Albert was assigned to the Air Force Systems Command Space and Missile System Organization, Los Angeles, CA. Until his arrival at the Defense Systems Management School in July 1974, he served as deputy for Space Defense Systems.

General Albert was awarded a master's degree in aeronautical engineering by the University of Michigan in 1951, and a master's degree in business administration by George Washington University in 1968. He was promoted to Major General while at DSMC.

During his tenure as the second commandant of the Defense Systems Management College, Major General John G. Albert has continued to improve the quality of systems acquisition management education offered by the College, while more than doubling student enrollment. His inspirational leadership and dedication to duty contributed directly to a marked increase in the qualifications of DoD management personnel and to marked increase in the qualifications of DoD management personnel and to a corresponding improvement in the execution of DoD materiel acquisition activities.

Citation from
Charles W. Duncan, Jr.
Deputy Secretary of Defense
June 1977



**REAR ADMIRAL
ROWLAND G. FREEMAN
III, USN
30 June 1977 -
23 April 1979**

After attendance at the University of Massachusetts, Amherst, Admiral Freeman began his military career. He enlisted in the USNR in 1942. After flight training, he was designated naval aviator and commissioned an ensign in May 1943. He transferred to the regular Navy in 1945. His first assignment was with Fighting Squadron Seventy-Six attached to the USS Lexington as a night fighter pilot. He next had duty with Torpedo Squadron Fourteen, attached to the USS WASP and completed 30 missions in the Western Pacific during World War II.

After duty with Bombing Squadron One Hundred Fifty and USS LAKE CHAMPLAIN and Attack Squadron Fourteen A onboard USS PRINCETON, he was assigned to NAS Jacksonville as overhaul and repair inspection officer. He then attended the General Line School followed by duty in overhaul and repair at NAS, Norfolk.

In 1953, after two years of graduate study at Harvard where he earned an M.B.A. degree, he was assigned contracting officer, Bureau of Aeronautics.

In 1957, he became head of the Air-to-Air Missile Department and Astronautics Department. In 1960, he returned to attack squadron duty and assumed command of Attack Squadron 144 in

December 1960. Following duty as navigator and air officer on the USS ORISKANY, he became the BuWeps representative at the McDonnell Aircraft, St. Louis, and later was Phantom II Production Test Pilot.

Following duty as commanding officer, USS PROCYON, he was assigned to a major multiservice aircraft development program.

From 1968 to 1973, he was deputy chief of naval material (procurement and production). In July 1973, he was assigned study director of the Navy Enlisted Occupational Classification System and from March 1974 until his arrival at the Defense Systems Management College, he was commander, Naval Weapons Center, China Lake, CA.

During his tenure as the third commandant of the Defense Systems Management College, Admiral Freeman expanded the boundaries of the systems acquisition management education program offered by the College. He conceived many innovations in the curricula and demonstrated rare talents to shape the DSMC future through his insight and vision. Admiral Freeman's legacy to the weapon systems acquisition process is a singularly distinctive institution fully capable of providing better managers to the DoD.

Citation from
Charles W. Duncan Jr.
Deputy Secretary of Defense
April 1979



**COLONEL
JOHN B. HANBY, JR.,
USA**

**23 April 1979 -
31 July 1979**

**(Deputy Commandant)
August 1995 - April 1979
July 1979 - September 1980**

Colonel Hanby was graduated with a B.S. degree from Pennsylvania State University in 1950. Shortly after graduation, he entered the Army, successfully completed Officers' Candidate School at Fort Sill, OK, in 1951, and was commissioned a second lieutenant in Artillery. During the Korean conflict, he served as an Artillery forward observer until his capture by Communist forces. He was imprisoned until repatriation in September 1953.

In 1955, he transferred to the Ordnance Corps and completed several courses at Aberdeen Proving Grounds, MD, and Armed Forces Special Weapons Project courses. Sandia Base, Albuquerque, NM. He was assigned to the 9th Special Weapons Battalion in Germany in 1956; later he served as Commander of the 23rd Special Weapons Company.

Colonel Hanby returned to the United States in 1960, attended the Ordnance Officers Advanced Course and was enrolled at Babson Institute, Babson Park, MA. He was awarded a master of arts degree in industrial management. In 1962, he reported to the Army Weapons Command (WECOM) as aide-de-camp to the Commanding General. When he was promoted to major in 1963, he was assigned as assistant to the Director of Procurement and Production, WECOM Headquarters.

He was graduated from the Command and General Staff College in 1965. After a tour in Korea as materiel officer of the 2nd Infantry Division, he attended the Armed Forces Staff College and was graduated in 1967. In February 1967, Colonel Hanby became the first project manager for the 155mm Close Support Artillery Weapon System, located at Headquarters, Army Weapons Command, Rock Island Arsenal, IL.

Colonel Hanby completed the Army Materiel Command course in modern analytic techniques for executive decision-making, "Mathematia," at Princeton, NJ, in March 1968.

He commanded the 15th Ordnance Battalion, Darmstadt, Germany, from November 1968 through June 1970. He then completed the Army War College, Carlisle Barracks, PA, in 1971. In June 1971, Colonel Hanby was assigned to the Pentagon as a materiel analyst with the Deputy Chief of Staff for Logistics. In November 1972, he was designated project manager for the HELLFIRE Weapon System in MICOM.

Colonel Hanby's outstanding performance of duty and his continued dedication to improvement of the Defense Systems Management College has contributed significantly to the College's achieving the role of Academy of Management for the Department of Defense, envisioned by the Deputy Secretary of Defense. Colonel Hanby's tenure at the Defense Systems Management College has spanned the service of all but one of the College's flag rank Commandants. He has been a driving force in the growth of the College.

Citation from
William J. Perry
Under Secretary of Defense for
Research and Engineering
November 1979



**BRIGADIER GENERAL
WILLIAM E. THURMAN,
USAF**

31 July 1979 -

15 November 1981

Before his appointment as Commandant, General Thurman served at Hanscom Air Force Base as Deputy for Communications and Information Systems Division, Air Force Systems Command. Previous to that, General Thurman served for more than six years with the Aeronautical Systems Division, where he held positions as Assistant Director, Prototype Program Office; Deputy for Prototype; Deputy for Air Combat Fighter; Deputy for F-16; and Deputy for Engineering.

Other research and development related assignments include tours of two years with the Aerospace Research Laboratories at Wright Patterson Air Force Base, OH, one year with the Air Defense Command at Ent Air Force Base, CO, two years with Headquarters U.S. Air Force at the Pentagon, and two years with the Staff of the National Aeronautics and Space Council in the Executive Office of the President.

General Thurman is an experienced combat fighter pilot with total flying time in excess of 3,400 hours including 56 combat missions during the Vietnam conflict.

General Thurman was awarded a B.S. degree by the U.S. Naval Academy, an M.S. degree in aeronautical engineering by the Air Force Institute of Technology, and a Master of Administration degree in management engineering from George Washington University.

Brigadier General Thurman's tour of duty as Commandant marked a period of innovation and creativity. He personally led the crusade to explore new and better ways to prepare our nation's weapons systems acquisition managers. His tireless devotion inspired DSMC personnel to a new commitment to excellence in the pursuit of our rapidly expanding goals. Great progress was made during the two years and three months he was Commandant at the College. He provided direct support and meaningful contributions to the defense of our country.

Citation from
Frank C. Carlucci III
Deputy Secretary of Defense
November 1981



**BRIGADIER GENERAL
BENJAMIN J.
PELLEGRINI, USA
8 January 1982 -
31 January 1984**

Before his appointment as Commandant, General Pellegrini had experience in atomic energy, research and development, and program management. Just before his assignment at DSMC, he was serving as the Deputy Commanding General for Research and Development, U.S. Army Missile Command, Redstone Arsenal, AL.

Previous to that assignment, General Pellegrini served as Project Manager, Hellfire/Ground Laser Designators, a position he assumed in April 1979 after having served for two years as Project Manager, Ground Laser Designators, with positions located at the U.S. Army Missile Command, Redstone Arsenal.

Before moving to the Missile Command, General Pellegrini served at the Pentagon, first as Department of the Army System Coordinator for the High Energy Laser in the Office of the Deputy Chief of Staff for Research, Development and Acquisition (1974-75), then as Military Assistant to the Secretary of the Army (1975-76).

During 1973-74, General Pellegrini was Commanding Officer, Second Battalion (C/V) (SP), 61st Artillery, Second Infantry Division, Korea. From 1970 until 1973 he was a physicist at Headquarters, Defense Nuclear Agency.

General Pellegrini was awarded a B.S. degree by the U.S. Military Academy, and M.S. and Ph.D. degrees in nuclear physics by Tulane University. He is a graduate of the Armed Forces Staff College and the National War College.

As the sixth Commandant, Brigadier General Pellegrini provided unprecedented top management direction and guidance to improve the quality of systems acquisition management education offered by the College. During his tenure, he reshaped the academic curriculum, increased industry participation, expanded the research mission of the College, conceived the Alumni Association, and initiated plans to establish four regional centers and bring automation to the College. General Pellegrini's far-reaching contributions significantly enhanced the College's reputation as the "Academy of Management."

Citation from
William H. Taft IV
Deputy Secretary of Defense
February 1984



**COLONEL
THOMAS V.
FORBURGER,
USA**

**31 January 1984 -
12 April 1984**

**(Deputy Commandant)
June 1983 - January 1984
April 1984 - September 1985**

Before his appointment as Commandant, Colonel Forburger served as the Deputy Commandant (June 1983 to January 1984), and as the Dean, Department of Administration and Support (July 1982 to June 1983).

Just prior to his tour at DSMC, Colonel Forburger was the Executive Officer to the Deputy Chief of Staff for Research, Development, and Acquisition, Headquarters, Department of the Army (1980-82). Before that, Colonel Forburger served in Germany as the Commander, 94th Air Defense artillery Brigade (1978-80).

Colonel Forburger's other troop assignments include Commander, 2nd Battalion, 2nd Air Defense Artillery, (HAWK) in Germany and battery officer with Dusters and Nike Hercules in Germany. Other key staff jobs include duty in the Army Chief of Staff's Office; ADA staff officer in the Office of the Assistant Chief of Staff for Force Development, Headquarters, Department of the Army; Army Air Defense Command and Combat Developments Command; and advisor in Vietnam.

Colonel Forburger was awarded a BS degree by Iowa State University and an M.B.A. degree by Shippensburg State College. He is a graduate of the Armed Forces Staff College and the Army War College.

Colonel Thomas V. Forburger maintained high visibility for the numerous programs initiated by his predecessors. He initiated the process of providing formal feedback from the field so that the College can better support all DoD components. He recognized the users' importance to College programs and instituted a procedure for coordinating changes to the curriculum and the research program with the systems acquisition community. He stressed the close scrutiny and efficient utilization of scarce resources and was personally responsible for negotiating with joint Congressional committees for funding of a new academic facility essential to the mission and growth of the College.

Citation from
William H. Taft IV
Deputy Secretary of Defense
April 1984



**REAR ADMIRAL
ROGER D. JOHNSON,
USN**

**12 April 1984 -
27 September 1985**

Admiral Johnson began his career in March 1952 when he enlisted in the U.S. Navy as an Electronics Technician. After graduating "with distinction" from the U.S. Naval Academy in June 1955, he entered flight training and was designated a Naval Aviator in October 1955. Reporting to VFP-63, he served as a Team Pilot and Detachment Maintenance Officer flying F9F-8 Cougar and FBU Crusader reconnaissance aircraft.

From February 1959 to June 1960, he served in the Power Plants Division of Fleet Air Service Squadron NINE during the development demonstration of the Jet Engine Complete Repair Concept.

Attending the U.S. Naval Postgraduate School, Monterey, CA, Admiral Johnson was a student in the Weapons Systems Curriculum, performing specialized studies in plasma physics and controlled thermo-nuclear reactions. He earned an M.S. degree in physics in June 1963.

Postgraduate school was followed by three years on the Staff, Commander Fleet Air Western Pacific, in assignments including Attack Class Desk and Airframes Officer. Reporting to the Power Plants Division of the newly formed Naval Air Systems Command in August 1966, Admiral Johnson was a member of the TF-34/S-3 development team and the early VFX/F-14 study and a specifications effort.

Assigned to Commander Naval Air Force Pacific Fleet in April 1969 as the F-4 Fighter Class Desk Officer, Admiral Johnson coordinated fleet participation in the development of the F-4B to F-4N Service Life Extension Program. In August 1971, he reported as Executive Officer of Naval Air Rework Facility, North Island.

Selected for Senior Service School, he attended the National Defense University, the Industrial College of the Armed

Forces, and was a distinguished graduate of the Class of "76". He reported to the Naval Air Systems Command as the F-14/PHOENIX Deputy Project Manager. In August 1980, he was assigned Assistant Commander for Systems and Engineering of the Naval Air Systems Command with a successive assignment as Deputy Commander for Plans and Programs in July 1982. He served in that position until he was selected to become the DSMC Commandant in April 1984.

As eighth Commandant of the Defense Systems Management College, Admiral Johnson personally ensured that the College, its mission, and its goals received unprecedented attention from the very highest levels of Congress and the Department of Defense. He persistently pursued every channel to improve Navy personnel attendance in all of the College's courses, and actively responded to all user needs and requirements.

Admiral Johnson's review and revision of an expanding curriculum resulted in better support for the entire acquisition community, and led to the recognition of future needs. As a result of Admiral Johnson's foresight, planning, outstanding efforts, the College is better prepared to meet future academic requirements and to maintain its reputation of excellence as the "Academy of Management."

Citation from
William H. Taft IV
Deputy Secretary of Defense
November 1985



**BRIGADIER GENERAL
CHARLES P. CABELL, JR.,
USAF**

**27 September 1985 -
29 April 1988**

Before his appointment as Commandant, Brigadier General Charles P. Cabell, Jr., USAF, was deputy for Airborne Warning and Control Systems, Headquarters, Electronic Systems Division, Air Force Systems Command, Hanscom Air Force Base, MA, since March 1983. At Hanscom AFB, he was promoted to Brigadier General on 1 August 1983.

General Cabell received his pilot's wings in 1959, and was assigned to Chennault Air Force Base, LA, where he flew B-47's; afterward, he was a B-52 pilot at Loring Air Force Base, Maine.

In 1967, the General went to the Republic of Vietnam as an aircraft commander in F-4 Phantoms at Cam Ranh Bay Air Base, and then as a forward air controller and air liaison officer flying O-1 Bird Dogs in the III Corps area. He has more than 500 combat flying hours.

In May 1969, he was assigned to the Satellite Test Center, Sunnyvale, CA, as a director of the field test force for satellite programs. In June 1974, he was military assistant to the director of land warfare for the Directorate of Defense Research and Engineering, Office of the Secretary of Defense, Washington, DC. In 1976, he became military assistant to the chief scientist of the Air Force, Headquarters, U.S. Air Force. While at the Electronic Systems Division, Hanscom AFB, from May 1978 to May 1981, he held key positions including deputy director for the Base and Installations Security Systems Program, director for the Iranian Air Defense Program, director for the Combat Information Systems Directorate, and assistant deputy for Communications and Information Systems.

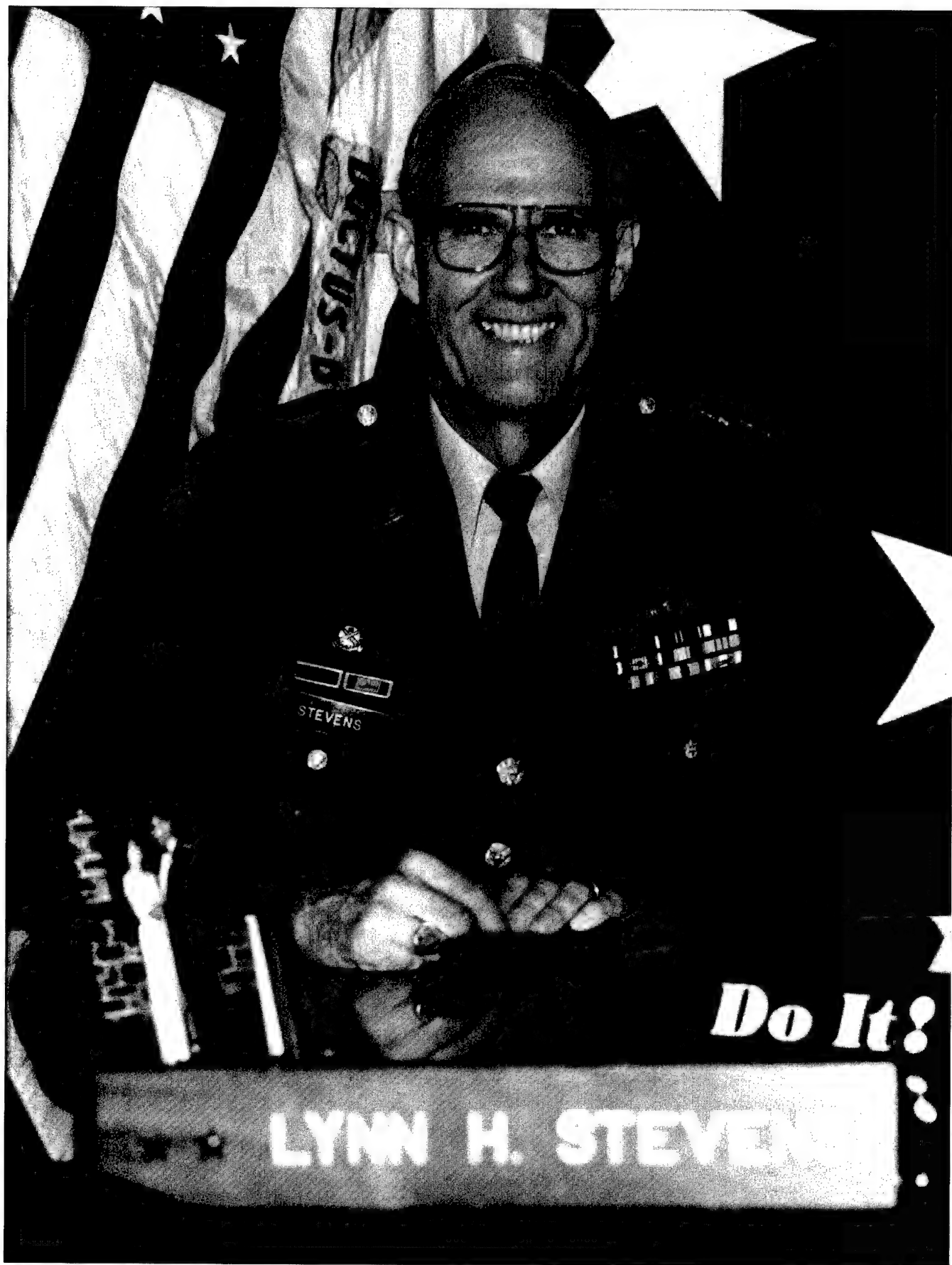
Transferring to Wright-Patterson AFB, he was deputy for Reconnaissance, Strike and Electronic Warfare Systems, Aeronautical Systems Division. In September of 1982, General Cabell was named commander of the Aeronautical Sys-

tems Division's Air Force Wright Aeronautical Laboratories. He is a command pilot with 3,500 flying hours.

General Cabell received a bachelor's degree in engineering from the U.S. Military Academy and was commissioned a Second Lieutenant in the U.S. Air Force in 1958. He holds an M.S. degree in astronautics from the Air Force Institute of Technology in 1967, an M.S. degree in systems management from the University of Southern California in 1971, and graduated from the Air War College in 1974.

Brigadier General Charles P. Cabell, Jr. served as the ninth commandant of the Defense Systems Management College. During his tenure, he established and maintained the highest possible standards of academic excellence while guiding a fifty percent increase in the size of the student body. He personally directed several highly innovative efforts within the College's education process and brought the curricula ever closer to real world situations. He modified College operations to accommodate public law which requires all program managers of major systems to attend the Program Management Course prior to taking on their new duties. General Cabell's outstanding accomplishments will have immense lasting consequences on this unique institution. He ensured the College will be educating the best program and acquisition managers for years to come.

Citation from
Robert B. Costello
Under Secretary of Defense
for Acquisition
April 1988



**MAJOR GENERAL
LYNN H. STEVENS, USA
29 APRIL 1988 -
26 JULY 1991**

General Stevens was born in Blanding, UT, on September 16, 1936. Upon completion of the Reserve Officers Training Corps curriculum and the educational course of study at Utah State University, he was commissioned a Second Lieutenant and awarded a Bachelor of Science degree in Industrial Arts. He also holds a master's degree in Business Administration from the University of Utah. He completed the Infantry Basic Course, the Ordnance Advanced School, the U.S. Army Command and General Staff College, and the U.S. Army War College.

His command and staff positions included Deputy Chief of Staff for Development, Engineering and Acquisition, U.S. Army Materiel Command, and Director of Materiel Plans and Programs, Office of the Deputy Chief of Staff for Research, Development, and Acquisition, Headquarters U.S. Army, Washington, DC. Other key assignments include Project Manager, HAWK Missile System; and Project Manager, ROLAND II Missile Systems, Redstone Arsenal, AL; and Commanding General, U.S. Army Materiel Development and Readiness Command, Europe.

In Vietnam, he was the Executive Officer, later Materiel Officer, 191st Ordnance Battalion. He then served as Operations Officer (S-3), 500th Transportation Group, U.S. Army Cam Ranh Bay Support Command. After attaining his graduate degree from the University of Utah, he became Assistant for SAFE-GUARD and Selected Acquisition Reports, Office of the Assistant Secretary of the Army (Installations and Logistics), Washington, DC. He was Commander, 197th Ordnance Battalion, U.S. Army Europe; and later served as Chief, Nuclear Weapons Staff, Office of the Deputy Chief of Staff for Logistics, U.S. Army Europe and Seventh Army. After completing the U.S. Army War College, Carlisle Barracks, PA, he became a

Logistics Staff Officer in the Office of the Deputy Chief of Staff for Logistics, Headquarters U.S. Army, Washington, DC. He returned to Europe to serve as Chief, Munitions and Missiles Division, Office of the Deputy Chief of Staff for Logistics, United States Army Europe and Seventh Army; later becoming Commander, 59th Ordnance Brigade, United States Army Europe.

Medals include the Defense Distinguished Service Medal, the Legion of Merit with Oak Leaf Cluster, the Bronze Star medal, the Meritorious Service Medal with Oak Leaf Cluster, the Army Commendation Medal with Oak Leaf Cluster, the Parachutist Badge, Ranger Tab, and the Army General Staff Identification Badge.

General Stevens is married to the former Nedra Wright. They have three children: Ruth S. Florang, Shauna S. Mattson, and Karen S. Halverson.

Major General Lynn H. Stevens served as the tenth Commandant of the College. His tenure was characterized by an enduring commitment to continuous improvement of the acquisition process through education. Under his leadership, the quality of faculty was greatly improved, additional facilities were provided and student throughput greatly increased to meet the need of the Services. He brought renewed focus on research and consulting interservice cooperation to accomplish the education mission will be a lasting legacy to his time served as Commandant.

Citation from
Donald J. Atwood
Deputy Secretary of Defense
July 1991



**REAR ADMIRAL
WILLIAM L. VINCENT,
USN**

**26 JULY 1991 -
25 MARCH 1993**

Admiral Vincent, a native of Syracuse, NY, graduated from the U.S. Naval Academy in 1962.

Receiving his wings in 1964, he subsequently served tours in VP-40, NAS North Island, as Plane Commander flying the SP5B; VT-28 as a TS2A flight instructor; and VP-17 as a Department Head and Plane/Mission Commander. During these tours he participated in five Southeast Asia deployments flying Market Time Operations. In addition, he attended the Naval Postgraduate School where he was awarded a Masters of Science in Aeronautical Engineering; the Naval War College where he graduated with Distinction and was awarded the Middendorf Award for Tactical Research; and the Defense Systems Management College. During a tour at Naval Air Systems Command, he served as the Tactical Air Reconnaissance Class Desk Officer.

Admiral Vincent assumed command of VP-44, NAS Brunswick, in 1978. During his command, VP-44 transitioned to the P-3C Update II and deployed to NAS Keflavik, Iceland. The squadron received several awards including the Meritorious Unit Commendation, Battle "E", Golden Wrench and Silver Anchor. Following his command tour, he completed tours as Chief Staff Officer, Patrol Wing FIVE, Naval Armaments Office, U.S. Mission NATO, and Head Air ASW Branch, Office of Naval Warfare in OPNAV. During this last assignment he was selected for major command.

He reported to Patrol Wing TWO, NAS Barbers Point, as Commander in 1984. During this tour, two squadrons completed transition to the P-3C Mod, and the Wing participated in highly successful ASW operations in the Mid-Pacific operating area. He reported to NAVAIRSYSCOM in October 1985 as P-3 Program Manager (PMA-240). He

served as the Program Director Air for ASW and Assault Programs (PDA-13) until April 1990, when he was named as Program Executive Officer for Air ASW, Assault and Special Missions Programs. In July 1991, he assumed command as Commandant, Defense Systems Management College.

He is married to the former Jan Shipp of Fayetteville, NY. They have four children, sons William II, Lawrence and Patrick, and a daughter Samantha.

Rear Admiral William L. Vincent was the eleventh Commandant of the Defense Systems Management College. Most significant during his tenure were improved faculty quality, facility improvements, and increased student throughput. In addition to his full-time duties as Commandant, he chaired the Congressionally mandated Advisory Panel on Streamlining and Codifying Acquisition Law. Leading a distinguished group of government and civilian senior officials, they reviewed almost 900 statutes and submitted a comprehensive 1800-page report to Congress. The changes the Panel recommended will form the basis of the acquisition process for decades to come. The extraordinary leadership of Admiral Vincent resulted in dramatic improvement in defense acquisition process, in the education of the acquisition workforce, and in the esprit de corps of College personnel.

Citation from
The Honorable John M. Deutch
Under Secretary of Defense
for Acquisition
1 April 1993



**BRIGADIER GENERAL
CLAUDE M. BOLTON,
JR., USAF**

**25 March 1993 -
28 March 1996**

General Bolton was born December 13, 1945 in Sioux City, IA, and graduated from South Sioux City High School, South Sioux City, NE. He earned a bachelor's degree in electrical engineering from the University of Nebraska in 1969, and was commissioned a second lieutenant as a distinguished graduate of the Air Force Reserve Officer Training Corps program there. In 1978, he earned a master's degree in management from Troy State University, Troy, AL, and completed course work for a Ph.D. in electrical engineering at the University of Florida. He completed Squadron Officer School in 1974, Air Command and Staff College and the Defense Systems Management College in 1982, and the Naval War College in 1986. He earned a second master's degree in national security and strategic studies from the Naval War College in 1991.

The General was assigned to Williams Air Force Base, AZ, for pilot training and received his wings in 1970. He then reported to McConnell Air Force Base, KS, where he flew the F-105D; and later transitioned to the F-4 at Davis-Monthan Air Force Base, AZ.

In June 1971, General Bolton was assigned to Ubon Royal Thai Air Force Base, Ubon, Thailand, flying F-4D/E for the 497th Tactical Fighter Squadron (Nite Owls). While at Ubon, he flew 232 combat missions - 40 over North Vietnam - including the first missions after the bombing of North Vietnam was resumed. This was followed by orders to Cannon Air Force Base, NM, in 1972, where he flew the F-111D and served as an instructor pilot and safety officer.

He reported to the 55th Tactical Fighter Squadron, RAF, Upper Heyford, England, as an F-111E pilot in 1974. While there, he served as the squadron and wing safety officer, instructor pilot, and wing standardization/evaluation flight examiner and scheduler.

General Bolton attended the Air Force Test Pilot School in 1977 at Edwards Air Force Base, CA. Following graduation, he was assigned to the 3245th Test Wing at Eglin Air Force Base, FL, as a test pilot flying the F-4, F-111, and F-16. He also was the F-111 flight test manager for the Armament Division there. In 1982, he was assigned to Aeronautical Systems Division, Wright-Patterson Air Force Base (WPAFB), OH, as the first program manager for the Advanced Tactical Fighter Technologies Program, which evolved into the F-22 System Program Office.

In 1986, the General reported to the Pentagon, Washington, DC, first as the F-16 program element monitor and deputy division chief, Aircraft Division, and later as the division chief, Low Observables Vehicle Division, Office of Special Programs. He returned to the Aeronautical Systems Division as deputy program director for the B-2 System Program Office in August 1988. In August 1989, he became program director for the Advanced Cruise Missile System Program Office, Aeronautical Systems Division, Air Force Systems Command. He assumed duties as the Inspector General, Air Force Materiel Command, WPAFB, OH, in September 1992. In March 1993 he assumed his present position.

General Bolton is a command pilot with 2,700 flying hours in 27 different types of aircraft. His military decorations include the Legion of Merit, Distinguished Flying Cross with one oak leaf cluster, Meritorious Service Medal with two oak leaf clusters, Air Medal with 17 oak leaf clusters, Air Force Presidential Unit Citation, Air Force Outstanding Unit

Award with two oak leaf clusters, Air Force Organizational Excellence Award with one oak leaf cluster, Republic of Vietnam Gallantry Cross, Republic of Vietnam Campaign Medal, and Vietnam Service Medal.

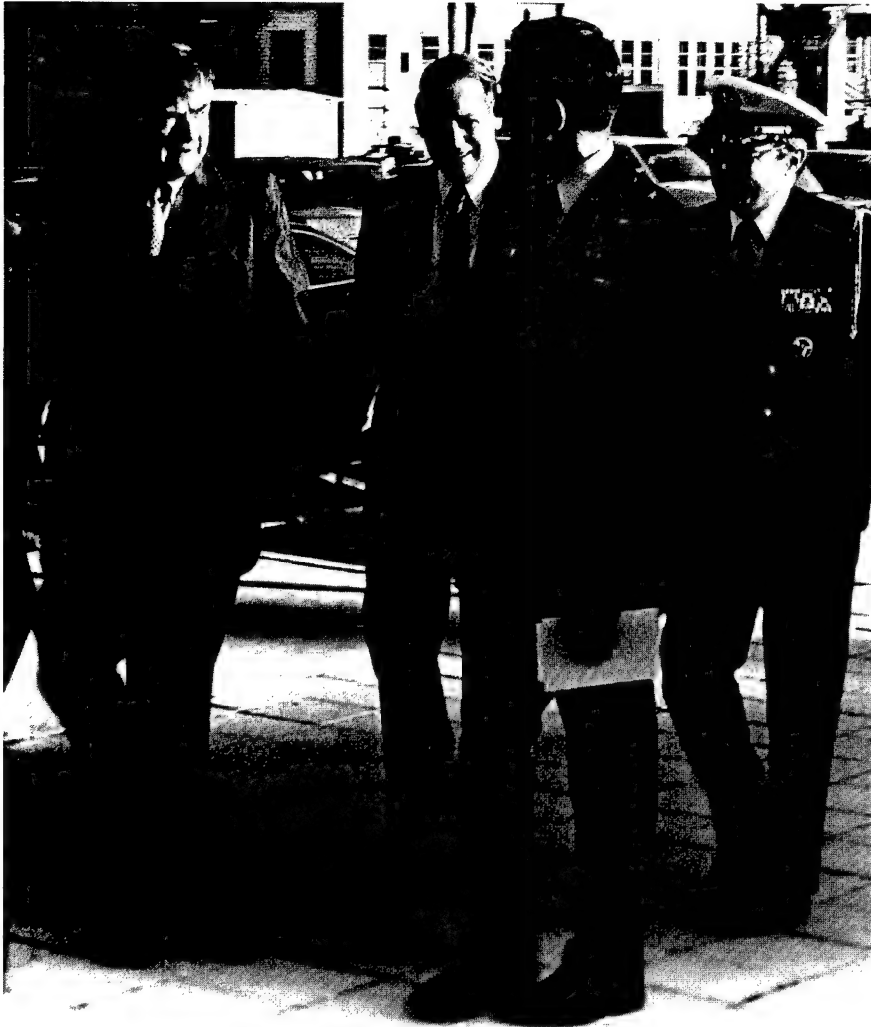
Brigadier General Claude M. Bolton, Jr., twelfth Commandant, started the College on its Quality Journey," aligning people, systems, and resources to reflect customer requirements. Through the application of process management metrics, DSMC improved its products and services while reducing costs, and implemented strategic planning based on outcomes.

General Bolton redirected DSMC's educational philosophy toward guided self-directed learning. He emphasized curriculum improvements, electronic teaching methodologies, and adult learning styles. His support of the "Electronic Campus" concept will take DSMC into the next century.

He chaired the Acquisition Management Functional Board, and led efforts to fully implement the Defense Acquisition Workforce Improvement Act (DAWIA) during the creation of the Defense Acquisition University. General Bolton personally ensured collaboration throughout the consortium and encouraged members to share their best practices.

He encouraged DSMC employees to have the confidence to contribute to improvement of the College; add value to its products; and move DSMC closer to its vision: To be the academy of distinction promoting systems management excellence.

Citation from
The Honorable Paul G. Kaminski
Under Secretary of Defense
for Acquisition and Technology
March 1996



Honorable Robert B. Costello, Under Secretary of Defense (Acquisition), Professor Robert Tate, and Brig Gen Charles P. Cabell, Jr., USAF, walk to Scott Hall

GENERAL BOLTON AND THE CORNHUSKERS

Brigadier General Claude M. Bolton, Jr., USAF, a graduate of the University of Nebraska, became DSMC's first Commandant to enjoy his alma mater's back-to-back national football championships (1994-95). Nebraska alumnus Professor Owen Gadeken, one of the longest-term DSMC employees, shared in the jubilation.

POLITICAL APPOINTMENT FOR ADMIRAL FREEMAN

Following the 30 April 1979 retirement of DSMC Commandant Rear Admiral Rowland G. Freeman III, USN, President Jimmy Carter selected him to be the Administrator of the U. S. General Services Administration. In 1981, Admiral Freeman joined the McDonnell Douglas Corporation.

GENERAL CABELL'S "GOOD IDEAS PROGRAM" GENERATED 1,400 SUGGESTIONS FOR IMPROVING DSMC

The "Good Ideas Program" of Brigadier General Charles P. Cabell, Jr., USAF, DSMC's ninth Commandant, based on the use of "Crawford slips," generated some 1,400 suggestions on ways to improve DSMC from faculty and staff at an all-hands meeting in 1985. The ideas were placed in 10 categories and were acted on as appropriate. This activity was called "truly a participative management action" where each member was able to contribute. Major Mel Gambrell, USAF, coordinated the program.

DOCTOR PELLEGRINI AND NUCLEAR PHYSICS

Brigadier General Benjamin J. Pellegrini, USA, DSMC's sixth Commandant, a Military Academy graduate, also held master's and doctoral degrees in nuclear physics from Tulane University.

COL John B. Hanby, Jr., USA, and Assistant Secretary of Defense (Research and Engineering) Walter LaBerge, at graduation of Program Management Course.



THE DEPUTY COMMANDANTS, AND PROVOST AND DEPUTY COMMANDANTS

Colonel Levin (Lee) W. Parker, USAF
April 1972 - June 1975

Colonel John B. Hanby, Jr., USA
September 1975 - April 1979 and
August 1979 - September 1980

Colonel Charles E. Fields, USA
April 1979 - July 1979

Colonel Dirk H. Leuders, USA
September 1980 - June 1983

Colonel Thomas V. Forburger, USA
June 1983 - January 1984 and
April 1984 - September 1985

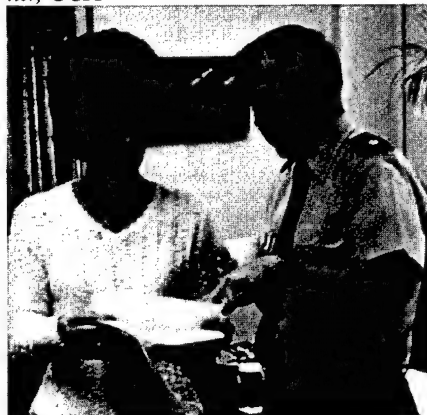
Captain Michael A. Pearce, USN
January 1984 - April 1984

Colonel Stanley J. Souvenir, USA
September 1985 - May 1986

Mr. Gregory T. Wierzbicki
Provost and Deputy Commandant
June 1986 - March 1993

Brigadier General Edward Hirsch, USA
(Ret)
Provost and Deputy Commandant
March 1993 - Present

Joyce Reniere and COL Stanley J. Souvenir, USA



ADMIRAL VINCENT FIRST PMC GRADUATE TO BECOME COMMANDANT

Rear Admiral William L. Vincent, USN, DSMC's 10th Commandant, was the first PMC graduate to assume that position. Admiral Vincent's acquisition management experience included service as the Program Director for Air, Anti-Submarine Warfare, and Assault Programs, as well as serving as the Program Executive Officer for Air, Anti-Submarine Warfare, Assault, and Special Missions Programs.



Above: RADM William L. Vincent, USN (left), Honorable Donald J. Yockey, Under Secretary of Defense (Acquisition), (center), and MG Lynn H. Stevens, USA (right) transfer the College flag during the Change of Command ceremony.

COLONELS HANBY, FORBURGER: ONCE COMMANDANTS AND TWICE DEPUTIES

Army colonels John B. Hanby, Jr., and Thomas V. Forburger both served DSMC once as Commandant and twice as Deputy Commandant. Hanby was the regular Deputy from September 1975 to April 1979, and August 1979 to September 1980. Between those terms he was the interim Commandant. Forburger's terms as Deputy were June 1983 to January 1984, and April 1984 to September 1985, with an interim period as Commandant. The Deputy position was "civilianized" and its title changed to Provost and Deputy Commandant in 1986.

GEN BOLTON RECEIVES LEGION OF MERIT

Dr. John M. Deutch, Under Secretary of Defense (Acquisition and Technology), presents the Legion of Merit to Brig Gen (Sel) Claude M. Bolton, Jr., USAF, for outstanding services as Program Director, Advanced Cruise Missile Systems Program Office, Aeronautical Systems Center, and as Inspector General, Headquarters Air Force Materiel Command.





THE GOVERNING BODIES: THE POLICY GUIDANCE COUNCIL AND THE BOARD OF VISITORS

As an academic institution, DSMC has been subject since its inception to governance and guidance on organizational, administrative, and curricular matters by two nonresident bodies: a Policy Guidance Council (PGC) and a Board of Visitors (BOV).

The PGC and BOV continued their responsibilities until 1993, when DSMC became a member of the Defense Acquisition University consortium. The DSMC BOV was disestablished in late 1993, and the DAU BOV was established in February 1994. The DAU BOV advises the Under Secretary of Defense (Acquisition and Technology) and the DAU President on the "organization, management, curricula, methods of instruction, facilities, and other matters of interest." Its charter further states that it "also serves as the BOV for DSMC, and shall be responsive to requests to address issues unique to the College."

The PGC and BOV roles have been invaluable to the foresight, planning, and progress of DSMC as an institution and our products and services. The PGC supported major management and budget decisions, changes in courses and curricula, innovative approaches to education, and the extension of DSMC services into the defense acquisition community. Its senior acquisition officials were immensely helpful in conveying DSMC's mission and message to government organizations. The BOV, represented by three prominent and distinguished persons each from academia, the defense community, and the general business community, provided a gentle balance between DSMC's goals and the needs and opinions of the constituencies they represented.

The Deputy Secretary of Defense established the PGC in 1970 to govern DSMC on behalf of the Secretary of Defense. Its membership was comprised of officials

serving in senior acquisition positions in the Office of the Secretary of Defense and the Military Services. The PGC's mission was to establish policy, provide guidance, and act as prime jurisdictional agent for the operation and administration of DSMC; establish a BOV; approve the nomination of the Commandant and Deputy Commandant; approve the curriculum for each course; and review and approve the operating and financial plans annually.

The original PGC chairman was John S. Foster, Jr., Director of Defense Research and Engineering. Other OSD members included Barry J. Shillito, Assistant Secretary of Defense (Installations and Logistics); Robert C. Moot, Assistant Secretary of Defense (Comptroller); Roger T. Kelley, Assistant Secretary of Defense (Manpower and Reserve Affairs); Gardiner L. Tucker, Assistant Secretary of Defense (Systems Acquisition); and, as the executive secretary, Lieutenant General Robert E. Coffin, Deputy Director, DDR&E (Engineering & Management).

Members of the PGC from the Services included Robert L. Johnson, Assistant Secretary of the Army (Research & Development); Grant L. Hansen, Assistant Secretary of the Air Force (Research & Development); Charles L. Ill, Assistant Secretary of the Navy (Installations & Logistics); Admiral Isaac C. Kidd, Jr., USN, Chief, Naval Material Command; General George S. Brown, USAF, Commander, Air Force Systems Command; General Jack J. Catton, USAF, Commander, Air Force Logistics Command; and General Henry A. Miley, Jr., USA, Commander, Army Materiel Command.

The PGC established the BOV in 1971. The BOV's original duties were to provide the PGC and the Commandant with continual counsel regarding the technical and professional aspects of

Honorable John S. Foster, Jr.



DSMC's mission, policies, and methods of operation. The original BOV chairman was Dr. Andrew Schultz, Jr., Dean of the College of Engineering, Cornell University. Other members included:

From academia, Dr. Holt Ashley, Stanford University Professor of Astronautics, and Dr. Paul W. Marshall, Harvard Graduate School of Business Administration.

From the defense industry, Oliver C. Boileau, Jr., Group Vice President, Aerospace, The Boeing Company; Richard K. Jacobson, Program Manager, Launch Vehicle Program, McDonnell Douglas Astronautics Company; and John J. Welch, Vice President for Programs, Aeronautics Division, LTV Aerospace Corporation.

From the general business community, Frank A. Robinson, Jr., Assistant Vice President, AT&T; Harry L. Vincent, Jr., Group Vice President, Booz-Allen and Hamilton, Inc.; and Charles A. Bowsher, Partner, Arthur Andersen and Company.



DSMC Board of Visitors 1971.

Left to right, top row: Mr. Oliver C. Boileau, Jr.; Mr. Frank A. Robinson, Jr.; Mr. John J. Welch; Dr. Paul W. Marshall. Bottom row: Mr. Richard J. Jacobson; Mr. Harry L. Vincent, Jr.; Dr. Andrew Schultz, Jr.; Mr. Charles A. Bowsher; Dr. Holt Ashley.

Board of Visitors 1979.



**BOARD OF VISITORS
DEFENSE ACQUISITION UNIVERSITY
(PRESENT)**

*Dr. Jacques S. Gansler, Chairman
Executive Vice President and Director
TASC*

*Mr. Charles E. Adolph
Senior Vice President
Science Applications International
Corporation*

*Dr. Lionel V. Baldwin
President
National Technological University*

*Mr. Donald L. Campbell
President and Chief Executive Officer
Century Technologies, Inc.*

*Mr. Peter DeMayo
Vice President, Contract Policy
Lockheed Martin Corporation*

*Dr. Gertrude McBride Eaton
Associate Vice Chancellor for Academic Affairs
University of Maryland System Administration*

*Lt Gen Thomas R. Ferguson, Jr., USAF (Ret.)
Senior Partner and Aerospace Consultant
Dayton Aerospace, Inc.*

*Mr. James M. Gallagher
Director
The Dayton Group*

*Mr. Eric M. Levi
Consultant
Raytheon Company*

The 1996 Defense Acquisition University (DAU) Board of Visitors convened at the Defense Systems Management College on March 7-8, 1996. The DAU Board of Visitors serves as the Board of Visitors for DSMC, and is responsive to requests to address specific issues, unique to the College. Standing from left: James M. Gallagher, Director, The Dayton Group; Robert J. "Bob" Wolownik, Executive Secretary, Board of Visitors, DAU; Dr. Lenore E. Sack, Director for Academic Affairs, DAU; Joseph Wargo, Director, Resource Management, DAU; Donald Lewis Campbell, President and CEO, Century Technologies, Inc.; Peter DeMayo, Vice President, Contract Policy, Lockheed Martin Corporation; Dr. Lionel V. Baldwin, President, National Technological University; Frank Sobieszczyk, Director for University Operations, DAU; Charles E. "Pete" Adolph, Senior Vice President, Science Applications International Corporation. Seated from left: Dr. Gertrude McBride Eaton, Associate Vice Chancellor for Academic Affairs, University of Maryland; Dr. Jacques S. Gansler, Executive Vice President and Director, The Analytical Sciences Corporation, and Chairman, 1996 Board of Visitors; Thomas M. Crean, President, DAU; Brig Gen Claude M. Bolton, Jr., USAF, former Commandant, DSMC.





Honorable Barry J. Shillito

POLICY GUIDANCE COUNCIL

Honorable John S. Foster, Jr. (First Chairman)
Director, Defense Research & Engineering
1970 - 1973

Honorable Robert C. Moot
Assistant Secretary of Defense (Comptroller)
1970 - 1973

Honorable Barry J. Shillito
Assistant Secretary of Defense (Installations & Logistics)
1970 - 1973

Mr. David D. Acker (First Recording Secretary)
Office of Director of Defense (Research & Engineering)
1971 - 1977



Honorable Robert C. Moot

Honorable Roger T. Kelley
Assistant Secretary of Defense (Manpower & Reserve Affairs)
1970 - 1973

Honorable Charles L. Ill
Assistant Secretary of the Navy (Installations & Logistics)
1971 - 1973

Admiral Jackson D. Arnold, USN
Chief of Naval Material
1970 - 1971

Lieutenant General Robert E. Coffin, USA (Second Executive Secretary)
Office of Director of Defense Research & Engineering
1971 - 1974

General George S. Brown, USAF
Commander, Air Force Systems Command
1970 - 1971

Admiral Isaac C. Kidd, Jr., USN
Chief of Naval Material
1971 - 1975

Honorable Roger T. Kelley

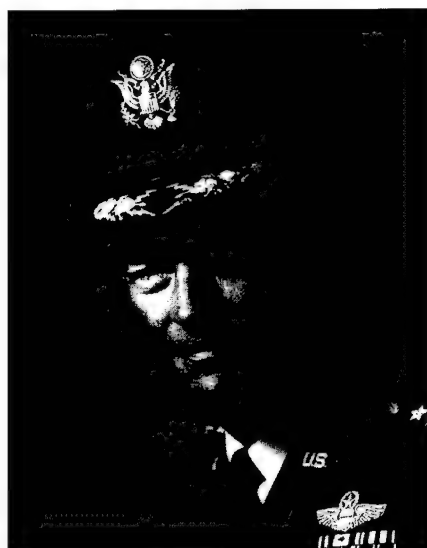


General Jack G. Merrell, USAF
Commander, Air Force Logistics Command
1970 - 1972

Honorable Gardner L. Tucker
Assistant Secretary of Defense (Systems Analysis)
1972 - 1973

Honorable Robert L. Johnson
Assistant Secretary of the Army (Research & Development)
1970 - 1973

Mr. Don R. Brazier
Acting Assistant of Defense (Comptroller)
1973 - 1973



Gen George S. Brown, USAF

Honorable Frank P. Sanders
Assistant Secretary of the Navy (Installations & Logistics)
1970 - 1971

Honorable Leonard Sullivan, Jr.
Assistant Secretary of Defense (Program Analysis & Eval)
1973 - 1976

Honorable Grant L. Hansen
Assistant Secretary of the Air Force
1970 - 1973

Mr. Carl W. Clewlow
Acting Assistant Secretary of Defense (Manpower & Reserve Affairs)
1973 - 1973

Vice Admiral Vincent P. dePoix, USN
(First Executive Secretary) Office of Director of Defense (Research & Engineering)
1970 - 1971



ADM Isaac C. Kidd, Jr., USN

Honorable Arthur I. Mendolia
Assistant Secretary of Defense (Installations & Logistics)
1973 - 1975

General Henry A. Miley, USA
Commander, Army Materiel Command
1970 - 1975

Honorable Terence E. McClary
Assistant Secretary of Defense (Comptroller)
1973 - 1976

Admiral Frederick H. Michaelis, USN
Chief of Naval Material
1975 - 1978

GEN Henry A. Miley, USA

Honorable Malcolm R. Currie (Second Chairman)
Director of Defense (Research & Engineering)
1973 - 1977

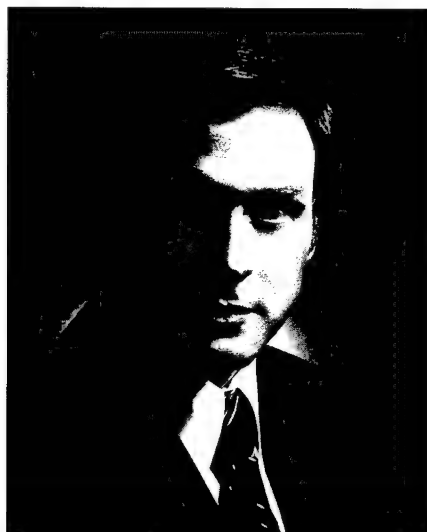
Dr. K. C. Emerson
Acting Assistant Secretary of the Army (Research & Development)
1975 - 1975

Honorable Jack L. Bowers
Asst Secy of the Navy (Installations & Logistics)
1973 - 1976

General William J. Evans, USAF
Commander, Air Force Systems Command
1975 - 1977

Honorable William K. Brehn
Asst Secy of Defense (Manpower & Reserve Affairs)
1973 - 1976





General F. Michael Rogers, USAF
Commander, Air Logistics Command
1975 - 1978

General Samuel C. Phillips, USAF
Commander, Air Force Systems Command
1973 - 1975

General John R. Deane, Jr., USA
Commander, USA DARCOM
1975 - 1977

General Jack J. Catton, USAF
Commander, Air Force Logistics Command
1972 - 1974

Honorable Malcolm R. Currie

Honorable Edward A. Miller
Assistant Secretary of the Army (Research & Development)
1975 - 1977



GEN John R. Deane, Jr., USA

Honorable Norman R. Augustine
Assistant Secretary of the Army (Research & Development)
1973 - 1975

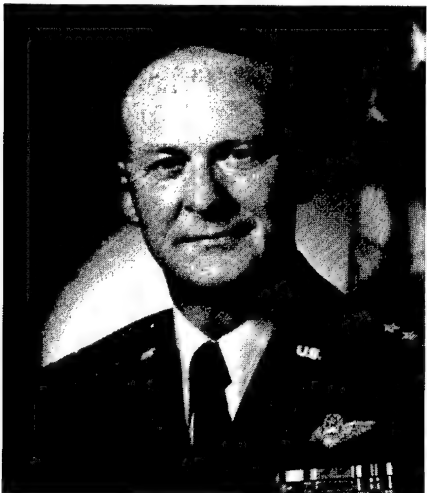
Honorable Frank A. Shrontz
Assistant Secy of Defense (Installations & Logistics)
1976 - 1977

Honorable Walter B. LaBerge
Assistant Secretary of the Air Force (Research & Development)
1973 - 1976

Honorable John F. Ahearne
Assistant Secretary of Defense (Manpower & Reserve Affairs)
1976 - 1976

General William V. McBride, USAF
Commander, Air Force Logistics Command
1974 - 1975

Gen William V. McBride, USAF



Mr. Edward C. Aldridge, Jr.
Director, Program Analysis and Evaluation
1976 - 1977

Mr. James W. Roach (Third Executive Secretary)
Assistant Director of Defense Research & Engineering
1974 - 1974

Honorable David P. Taylor
Assistant Secretary of Defense (Manpower & Reserve Affairs)
1976 - 1977

Dr. John J. Bennett
Acting Assistant Secretary of Defense (Installations & Logistics)
1975 - 1976



Honorable John P. White

Honorable Fred P. Wacker
Assistant Secretary of Defense (Comptroller)
1976 - 1977

Honorable Russell Murray II
Assistant Secretary of Defense (Program Analysis & Evaluation)
1977 - 1981

Honorable John J. Martin
Assistant Secretary of the Air Force (Research, Development & Logistics)
1976 - 1979

Honorable Edward Hidalgo
Assistant Secretary of the Navy (Manpower, Reserve Affairs & Logistics)
1977 - 1979

Honorable John J. Bennett
Assistant Secretary of the Navy (Installations & Logistics)
1976 - 1977

Honorable John P. White
Assistant Secretary of Defense (Manpower, Reserve Affairs & Logistics)
1977 - 1978

Dale R. Babione
Acting Assistant Secretary of Defense (Installations & Logistics)
1977 - 1977

Honorable Percy A. Pierre
Assistant Secretary of the Army (Research, Development & Acquisition)
1977 - 1981

Carl W. Clewlow
Acting Assistant Secretary of Defense (Manpower, Reserve Affairs & Logistics)
1977 - 1977

Honorable Joseph A. Doyle



General John R. Guthrie, USA
Commander, USA DARCOM
1977 - 1981

Mr. Milton A. Margolis
Acting Director, Program Analysis & Evaluation
1977 - 1977

General Lew Allen, Jr., USAF
Commander, Air Force Systems Command
1977 - 1978

Robert N. Parker
(Acting Chairman) Acting Director of Defense Research & Engineering
1977 - 1977

Dale W. Church
Deputy Under Secretary of Defense (Research & Engineering) (Acquisition Policy)
1977 - 1980



Honorable Walter B. LaBerge

LTG George Sammet, Jr., USA
Commander, USA DARCOM
1977 - 1981

Mr. John R. Quetsch
Acting Assistant Secretary of Defense (Comptroller)
1977 - 1980

Honorable Gerald P. Dinneen
Assistant Secretary of Defense C3I & Principal Deputy Under Secretary of
Defense (Research & Engineering)
1977 - 1981

Honorable David E. Mann
Assistant Secretary of the Navy (Research, Engineering & Systems)
1977 - 1981



ADM Steven A. White, USN

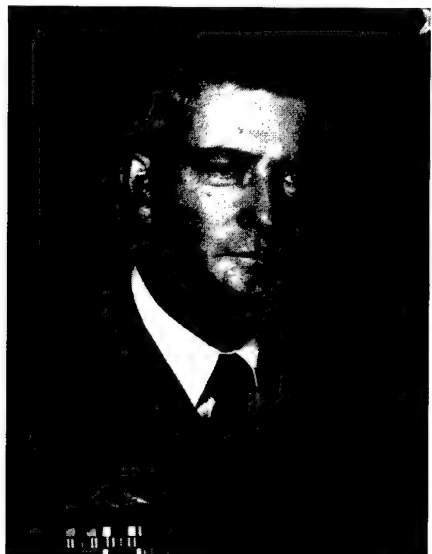
Honorable William J. Perry (Third Chairman)
Under Secretary of Defense Research & Engineering
1977 - 1981

General Bryce Poe II USAF
Commander, Air Force Logistics Command
Assistant Secretary of Defense (Manpower, Reserve Affairs & Logistics)
1978 - 1981

General Alton D. Slay, USAF
Commander, Air Force Systems Command
1978 - 1981

Honorable Robert J. Hermann
Assistant Secretary of the Air Force (Research, Development & Logistics)
1979 - 1981

ADM Alfred J. Whittle, Jr., USN



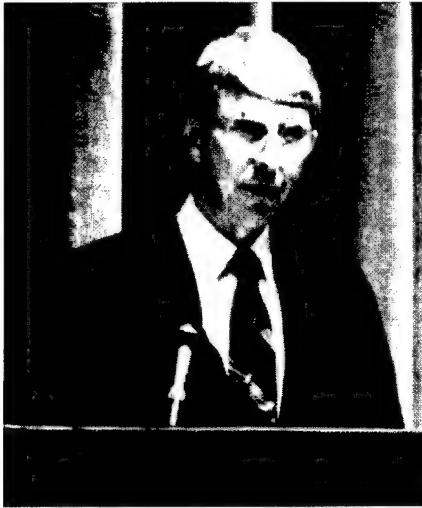
Admiral Alfred J. Whittle, Jr., USN
Chief of Naval Material
1978 - 1981

Honorable Walter B. LaBerge
Principal Deputy Under Secretary of Defense Research & Engineering
1979 - 1980

Mr. Martin Chen
Acting Assistant Secretary of the Air Force (Research, Development & Logistics)
1982 - 1983

Honorable Joseph A. Doyle
Assistant Secretary of the Navy (Manpower, Reserve Affairs & Logistics)
1979 - 1981

Honorable Vincent Puritano
Assistant Secretary of Defense (Comptroller)
1983 - 1984



Honorable James P. Wade, Jr.

Honorable Jack Borsting
Assistant Secretary of Defense (Comptroller)
1980 - 1982

Honorable Thomas E. Cooper
Assistant Secretary of the Air Force (Research, Development & Logistics)
1983 - 1984

Mr. Robert F. Trimble
Acting Deputy Under Secretary of Defense Research & Engineering
(Acquisition Policy)
1980 - 1981

Ann Gilleece
Deputy Under Secretary of Defense
Research & Engineering (Acquisition Management)
1983 - 1985



Honorable Jack Borsting

General Robert T. Marsh, USAF
Commander, Air Force Systems Command
1981 - 1983

Admiral Steven A. White, USN
Chief of Naval Material
1983 - 1985

Honorable James P. Wade, Jr.
Asst Secy of Defense (Acquisition & Logistics)
1981 - 1983

General Lawrence A. Skantze, USAF
Commander, Air Force Systems Command
1983 - 1985

Honorable Richard D. DeLauer (Fourth Chairman)
Under Secretary of Defense (Research & Engineering)
1981 - 1984

Honorable Lawrence J. Korb

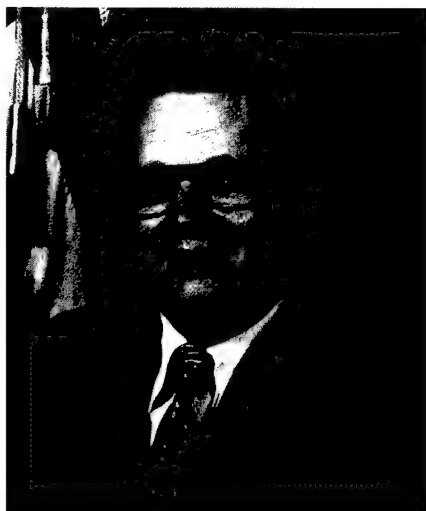


General Richard H. Thompson, USA
Commander, Army Materiel Command
1984 - 1986

Honorable Lawrence J. Korb
Assistant Secretary of Defense (Manpower, Installations & Logistics)
1981 - 1983

Honorable Robert W. Helm
Assistant Secretary of Defense (Comptroller)
1984 - 1988

William A. Long
Deputy Under Secretary of Defense, Research & Engineering (Acquisition
Management)
1981 - 1983



Honorable Everett O. Pyatt

Honorable Donald C. Latham
Assistant Secretary of Defense (Command, Control, Communications & Intelligence)
1984 - 1986

Admiral John G. Williams, Jr., USN
Chief of Naval Material
1981 - 1983

Honorable Everett O. Pyatt
Assistant Secretary of the Navy
1984 - 1988

Honorable George A. Sawyer
Assistant Secretary of the Navy (Shipbuilding & Logistics)
1981 - 1983



Dr. Donald A. Hicks

General Earl T. O'Laughlin, USAF
Commander, Air Force Logistics Command
1984 - 1986

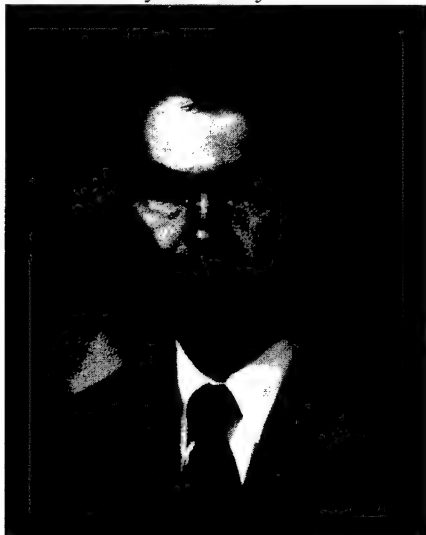
General James P. Mullins, USAF
Commander, Air Force Logistics Command
1981 - 1984

Vice Admiral Thomas J. Hughes, USN
Deputy Chief of Naval Operations
1985 - 1986

Honorable Joseph A. Doyle
Assistant Secretary of the Navy (Manpower, Reserve Affairs & Logistics)
1979 - 1981

Dr. Donald A. Hicks (Fifth Chairman)
Under Secretary of Defense
Research and Engineering
1985 - 1986

Honorable Jay R. Sculley



Honorable Alton G. Keel, Jr.
Assistant Secretary of the Air Force (Research, Development & Logistics)
1981 - 1982

Honorable Jay R. Sculley
Assistant Secretary of the Army (Research, Development & Acquisition)
1981 - 1988

General Donald R. Keith, USA
Commander, Army Development & Readiness Command
1981 - 1984

Jerry L. Calhoun
Acting Assistant Secretary of Defense (Force Management & Personnel)
1985 - 1986



Honorable David S. C. Chu

Honorable Thomas E. Cooper
Assistant Secretary of the Air Force (Research, Development & Logistics)
1985 - 1987

Honorable Melvyn R. Paisley
Assistant Secretary of the Navy (Research, Engineering & Systems)
1985 - 1987

Honorable David S. C. Chu
Director, Program Analysis & Evaluation, OSD
1982 - 1993

Dr. Thomas P. Quinn
Principal Deputy Assistant Secretary of Defense (Command, Control,
Communication & Intelligence)
1988

Honorable Chapman B. Cox
Assistant Secretary of Defense (Force Management & Personnel)
1988

Dr. David J. Armor
Principal Deputy, Assistant Secretary of Defense (Force Management
& Personnel)
1987 - 1988

Honorable Robert B. Costello (Chairman)
Under Secretary of Defense (Acquisition)
1987 - 1988

General Bernard P. Randolph, USAF
Commander, Air Force Systems Command
1987 - 1988

Jack Katzen
Acting Assistant Secretary of Defense (Production & Logistics)
1988 - 1989

Honorable Donald C. Latham



General Louis C. Wagner, Jr., USA
Commander, US Army Materiel Command
1988 - 1989

Vice Admiral Stanley R. Arthur, USN
Deputy Chief of Naval Operations (Logistics)
1988 - 1990

General Alfred G. Hansen, USAF
Commander, Air Force Logistics Command
1989 - 1990

Honorable Thomas F. Faught, Jr.
Assistant Secretary of the Navy (Research, Engineering & Systems)
1988 - 1989



Honorable John J. Welch, Jr.

Honorable Robert C. Duncan
Director, Defense Research & Engineering
1988 - 1989

Honorable John J. Welch, Jr.
Assistant Secretary of the Air Force (Acquisition)
1987 - 1991

Honorable Michael P. W. Stone
Under Secretary of the Army
1988 - 1989

Honorable Grant S. Green, Jr.
Assistant Secretary of Defense for Force Management & Personnel
1988 - 1992



VADM Thomas J. Hughes, USN

Honorable H. Lawrence Garrett III
Under Secretary of the Navy
1988 - 1989

General Robert T. Herres, USAF
Vice Chairman, Joint Chiefs of Staff
1988 - 1990

Lieutenant General Vincent M. Russo, USA
Director, Defense Logistics Agency
1988 - 1988

Honorable Clyde O. Glaister
Acting Assistant Secretary of Defense (Comptroller)
1988 - 1989

Lieutenant General Charles McCausland, USA
Director, Defense Logistics Agency
1988 - 1991

Honorable Sean C. O'Keefe



Mr. Gordon A. Smith
Assistant Secretary of Defense (Command, Control, Communication & Intelligence)
1989

Honorable Sean C. O'Keefe
Department of Defense Comptroller
1989

Admiral Leon A. Edney, USN
Vice Chief of Naval Operations
1988 - 1990

Honorable John A. Betti (Chairman)
Under Secretary of Defense (Acquisition)
1989 - 1990



William A. Long

Major Geneneral Ray M. Franklin, USMC
 Commanding General, USMC Research, Development
 & Acquisition Command
 1988 - 1990

David J. Berteau
 Assistant Secretary of Defense for Force Mgmt & Personnel
 1989

Honorable Christopher Jehn
 Assistant Secretary of Defense for Force Management & Personnel
 1989 - 1992

Honorable John W. Shannon
 Under Secretary of the Army
 1989



GEN Donald R. Keith, USA

Honorable Duane P. Andrews
 Assistant Secretary of Defense for Command, Control, Communication
 & Intelligence
 1989

Honorable J. Daniel Howard
 Under Secretary of the Navy
 1989

Admiral David E. Jeremiah, USN
 Vice Chairman, Joint Chiefs of Staff
 1990 - 1993

General William G.T. Tuttle, Jr., USA
 Commander, U.S. Army Materiel Command
 1989 - 1991

Honorable Thomas E. Cooper



Honorable Charles M. Herzfeld
 Director, Defense Research & Engineering
 1990

General Charles C. McDonald, USAF
 Commander, Air Force Logistics Command
 1989 - 1991

Honorable Colin R. McMillan
 Assistant Secretary of Defense for Production & Logistics
 1990

Donald B. Shycoff
 Acting Department of Defense Comptroller
 1989 - 1990

Honorable Stephen K. Conner
 Assistant Secretary of the Army (Research, Development & Acquisition)
 1990 - 1992



Honorable Robert W. Helm

Lieutenant General John R. Dailey, USMC
 Commanding General, USMC Research, Development
 & Acquisition Command
 1989 - 1990

Honorable Gerald A. Cann
 Assistant Secretary of the Navy (Research, Development & Acquisition)
 1990 - 1992

Honorable G. Kim Wincup
 Assistant Secretary of the Air Force (Acquisition)
 1991 - 1992

General Ronald W. Yates, USAF
 Commander, Air Force Systems Command
 1990 - 1993



Honorable George A. Sawyer

Vice Admiral Edward M. Straw, USN
 Director, Defense Logistics Agency
 1992 - 1993

Honorable Donald J. Yockey
 Principal Deputy Under Secretary of Defense for Acquisition
 1990 - 1992

Major General James A. Brabham, USMC
 Commander, Marine Corps Systems Command
 1992 - 1993

Major General Jeremiah W. Pearson, III, USMC
 Marine Corps Research, Development & Acquisition Command
 1989 - 1990

Honorable John M. Deutch
 Under Secretary of Defense (Acquisition & Technology)
 1993

Honorable John M. Deutch



Dr. James S. McMichael
 Director, Acquisition Education, Training, & Career Development Policy
 1990 - 1993

Colleen Preston
 Deputy Under Secretary of Defense (Acquisition Reform)
 1993

VADM Stephen F. Loftus, USN
 Deputy Chief of Naval Operations for Logistics
 1990 - 1993

William J. Lynn
 Director, Program Analysis & Evaluation
 1993



Major General Robert A. Tiebout, USMC
Commanding General, Marine Corps Research, Development & Acquisition Command
1989 - 1990

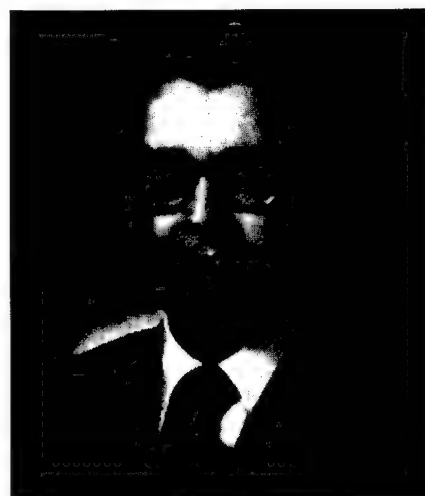
Dr. Edward Whitman
(Acting) Assistant Secretary of the Navy
1993

General Jimmy D. Ross, USA
Commander, U.S. Army Materiel Command
1992 - 1993

Honorable Donald C. Fraser
Deputy Under Secretary of Defense for Acquisition
1991 - 1992

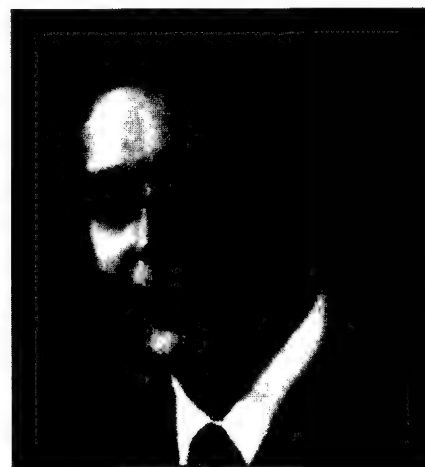
GEN Robert T. Marsh, USA

Philip N. Whittaker, Chairman, Board of Visitors, left, greets Policy Guidance Council
Chairman, Honorable William J. Perry, 1978



Honorable Frank A. Shrontz

Honorable Fred P. Wacker



DSMC BOARD OF VISITORS OVER THE YEARS



Mr. Charles E. Dart
Executive Vice President
Newport News Shipbuilding



New BOV Chairman, Dr. J. Ronald Fox (right), and Board Member Dudley C. Mecum II at the 1979 autumn meeting

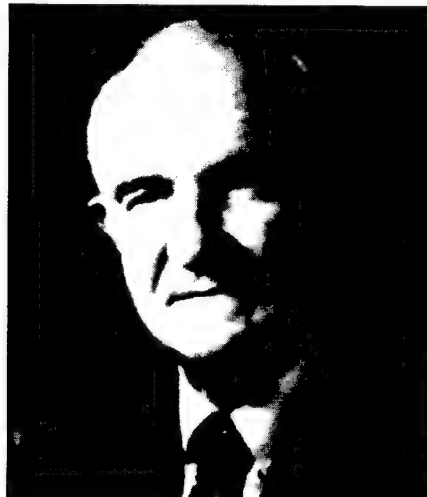


Barbara Hackman Franklin
President, Franklin Associates

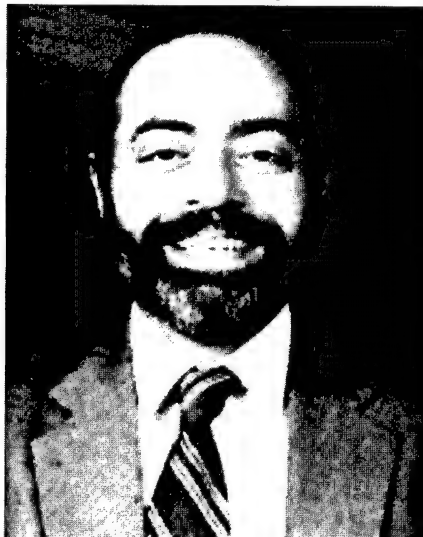
Dr. William W. Kaufman
Professor, Political Science
MIT



Mr. Charles A. Bowsher
Managing Partner
Arthur Andersen & Co

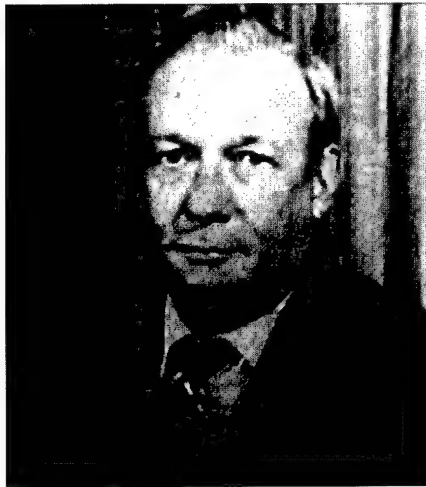


Dr. Michael A. Wartell
Vice President, Academic Affairs
Humboldt State University



LTG Harry G. Griffith (USA, Ret)
IPAC, Inc.





*Buford H. Melton
Vice President
W. R. Grace & Company*



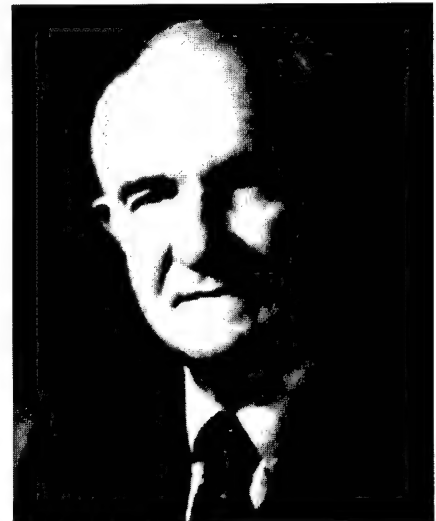
*MG Frank P. Ragano, USA (Ret)
Chairman
BEI Defense Systems Company*



*Dr. John S. Toll
President
University of Maryland*



*Mr. Donald Malvern
Executive Vice President
McDonnell Aircraft Co*



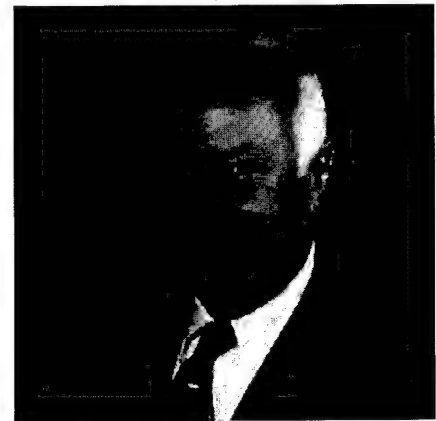
*Jack L. Bowers
Chairman, CEO
Sanders Associates, Inc.*

*Dr. Teddy F. Walkowicz
Chairman, President
National Aviation Corporation*



*Mrs. Julia M. Walsh
Chairman of the Board
Julia Walsh & Sons*

*Mr. Philip N. Whittaker
President
Satellite Business Systems*





*Dr. John A. Peoples, Jr.
President
Jackson State University*



*Mr. Frank P. Sanders
Vice President
The Signal Companies, Inc.*



*Mr. James W. Plummer
Executive Vice President
Lockheed Missiles & Space Co, Inc.*



*Mr. Barry J. Shillito
Vice President
Teledyne, Inc.*



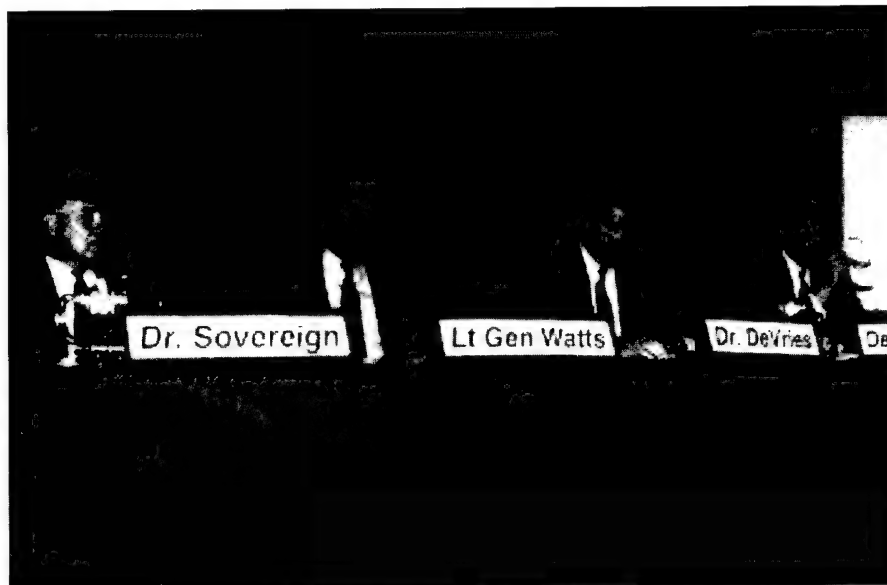
*Dr. Albert J. Kelley
President
Arthur D. Little, Inc.*

*Dr. Donald J. Yockey
President
Defense Electronic Operations
Rockwell International*

*Mr. Henry Hebel
President
Boeing Aerospace Company*

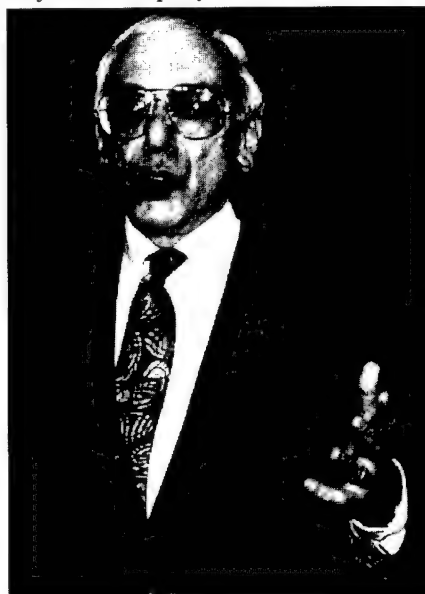
*Everett T. Keech, Director
Wharton Graduate Program
University of Pennsylvania*



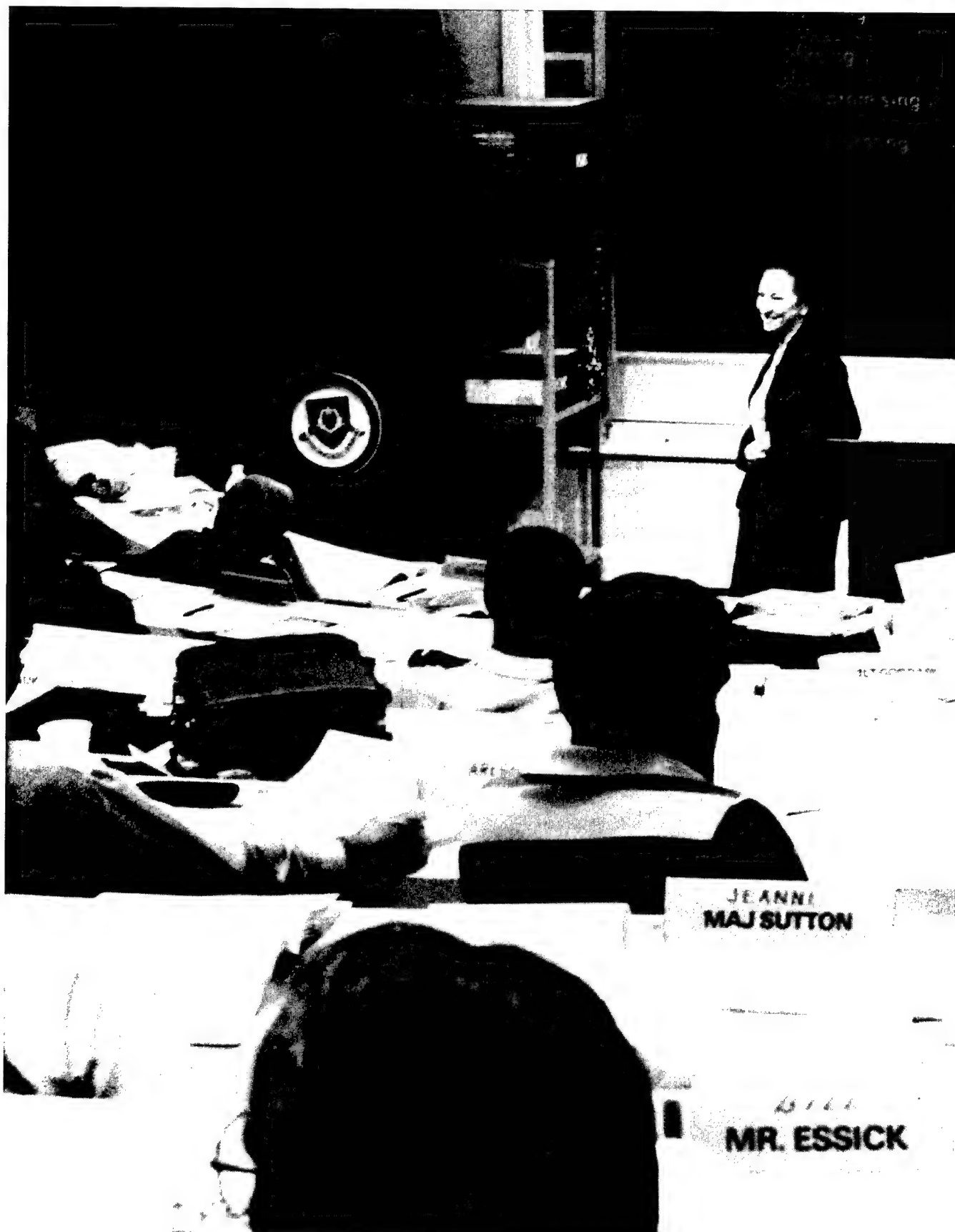


Dr. Michael G. Sovereign, LtGen Claudius E. Watts III, USAF, Dr. David L. DeVries and Dean Arthur R. Taylor

*Eric M. Levi
Board Chairman
Vice President and Assistant General
Manager
Domestic and International
Requirements Missile Systems Division
Raytheon Company*



Professor Joanne Barreca, first president of the DSMC Alumni Association, in the Abilene Room.



TO ACHIEVE GREATER THINGS: THE DSMC ALUMNI



Wayne E. Glass
H. J. Ford Associates
President, DSMC Alumni Association



Honorable Colleen A. Preston, Under Secretary of Defense (Acquisition Reform) presents the Acker Communications Award to Dorothy Nowers.



The careers of DSMC graduates, or alumni, have been followed both for feedback on the value of their education, and to watch their achievements in defense acquisition. Alumni began gathering in 1976, when more than 100 from the Washington area met for lunch at Fort Myer, Virginia, to hear from the DSMC Commandant and faculty. Two more such meetings were held that year and one in 1977. The next was seven years later.

Alumni from the first PMC (71-1) class through the class of 84-1 gathered at DSMC on 14-15 June 1984, for a reunion and the DSMC Alumni Association's first Program Managers Symposium. The reunion preceded formation of the Alumni Association later that year. The symposium theme was "Shortening the Acquisition Cycle." Speakers included Norman R. Augustine, President of Denver Aerospace and Vice President of Martin Marietta Corporation, David E. Sowle, Administrator of the Office of Federal Procurement Policy, David S. C. Chu, Director of Program Analysis and Evaluation, Office of the Secretary of Defense and Robert Fuhrman, president of Lockheed Missiles, Space and Electronics Group.

Tracking graduates became much easier when the DSMC Alumni Association was formed on 20 October 1984. More than 60 graduates, representing virtually every Program Management Course class, gathered to establish the organization, with the College's complete blessing and support. Regular membership was limited to PMC graduates and present and past faculty and professional staff members assigned to DSMC for at least two years. Persons completing short courses or holding key acquisition management positions were eligible for associate membership. In 1995, regular membership was opened to graduates of all DSMC courses, and former associates became regular members.

The Association selected faculty member Joanne Barreca as its first president. Other initial officers included:

Fred Wynn (industry) - Vice President, Operations

Lieutenant Commander William Montgomery, USN - Vice President, Membership/Programs

Major Paul McFarland, USA - Secretary

Kenneth Blum (industry) - Treasurer

Also elected to the first Board of Directors were Major Thomas Christensen, USAF, John Ferney (industry), Robert Puff (industry), Commander Robert Springer, USN, Otto Thamasette (industry), and Chuck Tringali (industry). Albert Hey (industry) was named as publicity chairman. Both Tringali and Hey later would serve as president.

Objectives of the DSMC-AA are to provide members with a forum for continuing their professional growth within the acquisition community, and to augment their exposure to defense acquisition expertise. Chapters are located in Washington, Dayton, Ohio, and Huntsville, Alabama. The group's showcase event is the Program Managers Symposium held annually in June or July at DSMC. The symposiums attract a host of high-level DoD, industry and congressional speakers, and offer workshops on current acquisition issues. Membership in the DSMC-AA totals more than 2,000 acquisition professionals.

PROMOTIONS AND POSITIONS

The first graduate of the Program Management Course to be selected and promoted to general officer was Brigadier General Orlando E. Gonzales, USA, a member of PMC 71-1. He received the star on 18 March 1976 and commanded the Western Area, Military Traffic



Current DSMC Alumni Association Board Members with current President Wayne E. Glass (seated, far left)

Management Command, in Oakland, California. A graduate of St. Benedict's College in Kansas, he received his MBA from Auburn University. He also graduated from the Command and General Staff College.

Two former faculty members have been selected for general: Major General William S. Chen, USA, faculty in the 1970s, and COL (P) William Nance, USA, who served in the 1980s. General Chen headed the DIVAD program office and later commanded the Army Missile Command. Colonel Nance became a major program manager at MICOM and serves as Deputy Commander, Strategic Defense Command....PMC graduate John Burt is currently the Director of Test, Systems Engineering, and Evaluation, Office of the Under Secretary of Defense (Acquisition and Technology)Major General John Longhauser, USA, PMC 86-1, was program manager of the Abrams Tank program and later senior military assistant to the Under Secretary of Defense (Acquisition)....PMC graduate Major General Robert Bergquest, USA, a program manager at the Tank Automotive Command, also served as Director of Resource Management for the Army Materiel Command.

The next assignment for Air Force Brigadier General William E. Thurman,

DSMC Commandant from July 1979 to November 1981, was as deputy program manager for the B-1 bomber program. He also achieved three-star rank....Colonel Glenn R. Seeley, USAF, ERC 84-2, became Commander, Hughes Air Force Plant Representative Office....PMC graduate Lieutenant General David Teal, USAF, served as senior military assistant to the first Under Secretary of Defense (Acquisition) and became Vice Commander of the Air Force Systems Command....The primary assignments of 1978 graduates were in the functional areas (ranked in order) of systems engineering, program management, contract management, integrated logistics support, and test and evaluation.

Brigadier General Ronald W. Yates, USAF, PMC 73-1, was promoted to that grade 10 years after graduation. He was serving as Deputy for Tactical Systems, Aeronautical Systems Division, Air Force Systems Command. He earned a fourth star and became Commander, Air Force Material Command....PMC graduate Otto Guenther, USA, was promoted to Lieutenant General....John V. Bolino, PMC 74-2, in 1983 received a one-year developmental assignment in the Strategic, Naval, and C3I Systems Office of the Director, Defense Test and Evaluation. He had been serving

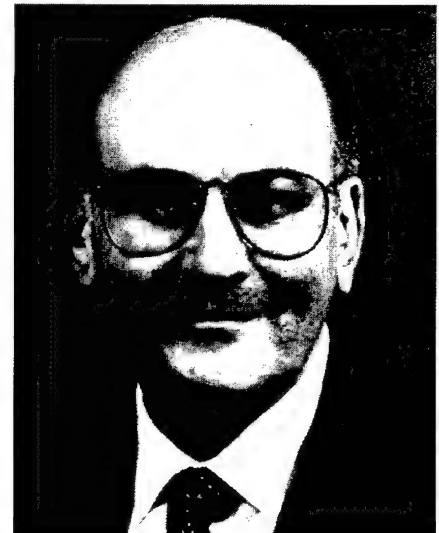


Charles J. Tringali



Albert Hey

Edward Robinson



as Deputy Project Manager for the Navy's S-3 aircraft program....Following command of the 9th Signal Battalion, Colonel Stanley M. Clough, USA, PMC 77-2, was promoted to that rank and assigned to the Tactical Communications Office, TT-RI, at Fort Monmouth, New Jersey....ERC graduate Lieutenant General Melvin Chubb, USAF, became Commander, Electronic Systems Command....PMC graduate Gary Thurber is a member of the Senior Executive Service in the Defense Contract Management Command, Defense Logistics Agency.

In 1984, Brigadier General Donald L. Cromer, USAF, Executive Refresher Course 77-2, became the Deputy Director for Launch and Control Systems, Space Division....John W. Douglass, Assistant Secretary of the Navy (Research, Development and Acquisition) PMC 77-1, in 1995 became the first PMC graduate to become a Service Acquisition Executive....Lieutenant Colonel Jay Richards Hern, USA, PMC 73-2, was assigned to the Single Channel Ground and Airborne Radio Subsystem program....Colonel Larry N. Looney, USAF, PMC 79-2, became Commander, Lockheed Air Force Plant Representative Office....Colonel Robert A. Brown-ing, USA, was assigned to the Pershing Guided Missile System program.

Robert J. May, Jr., PMC 90-1, was promoted to the Senior Executive Service in 1994 and now serves as Propulsion Group Manager, Kelly Air Force Base....Colonel Ronald K. Andreson, USA, PMC 73-1, program manager of the Black Hawk Helicopter program, and Captain Robert M. Wellborn, Jr., USN, PMC 76-2, program manager of the Advanced Lightweight Torpedo Program, both received the 1982 Secretary of Defense Superior Management Award. Later the LHX (Comanche) PM, Andreson was promoted to major general....Brigadier General John

DSMC ALUMNI ASSOCIATION (PRESENT)

Officers

President - Wayne E. Glass, H. J. Ford Associates
Vice President (Operations) - Gary V. Wimberly, Anser, Inc.
Vice President (Membership) - Diane Arnold
Vice President (Symposium) - Francis R. Varacalli, Jr., Systems Research & Applications Corporation
Vice President (Publications) - Lieutenant Colonel Barry Eller, USAF, DSMC
Secretary - Bunnatine H. Greenhouse, [Army] Directorate of Information Systems for Command, Control, Communications, & Computers
Treasurer - Paul E. Backs, Anser, Inc.
Immediate Past President - Edward Robinson, Anser, Inc.

Directors at Large

Joanne Barreca, Defense Logistics Agency
 Tel L. Charland, Consultant
 Tim Courington
 Professor Paul McMahon, DSMC
 Charles J. Tringali, LMSC/Space Systems Division

DSMC Liaison

Colonel William E. Knight, USA

Board of Advisors

Chairman - Brigadier General Richard A. Black, USA - Commandant, DSMC
 Norman Augustine, Chief Executive Officer, Lockheed Martin Corporation
Vice Admiral William C. Bowes, USN - Principal Deputy Assistant Secretary of the Navy (Research, Development and Acquisition)
 Dr. David S. C. Chu - RAND Corporation
 General Donald Keith, USA (Ret.) - Chairman and CEO, Cypress International
 Honorable Colleen Preston - Deputy Under Secretary of Defense (Acquisition Reform)
 General Lawrence Skantze, USAF (Ret.)

DSMC Alumni Association Office

7731 Tuckerman Lane, Suite 131, Potomac, Maryland 20854-3266
 (805) 755-8805, or (301) 309-9125; Fax (301) 0817; Email DNowers@aol.com, or dsmcaa@dsmc.dsm.mil.

Caldwell, USA, a 1990 PMC graduate, served as PM for the M1A1 Tank program, led the Oversight and Review process action team for the Deputy Under Secretary (Acquisition Reform), and moved on to the Office of the Assistant Secretary of the Army (Research, Development and Acquisition)....Colonel Frederick J. DeGroot, PMC 74-2, ERC 83-2, became Assistant Director, Advanced Tactical Bomber program....Colonel Martin G. Olson, PMC 80-2, USA, was assigned to the Airborne Optical Adjunct Demonstration program.

PMC graduate Major General Joseph Rafiani, USA, commanded the Tank Automotive Command....These PMC graduates were promoted to general officer: Brigadier General Thomas W. Honeywill, USAF, 76-1; Lieutenant General Richard M. Scofield, USAF, 76-2; Major General Michael J. Butchko, USAF, 77-1; Brigadier General David R. Gust, USA, PMC 77-2; Lieutenant General Charles E. Franklin, USAF, 78-1.

DSMC MISSION

We will promote and support the adoption and practice of sound systems management principles by the acquisition workforce through education, research, consulting and information dissemination.

DSMC VISION

We will be the academy of distinction promoting systems management excellence.

DSMC VALUES

*We will support, respect and trust each other.
We are all responsible for customer satisfaction.
We take pride in our work and pursue excellence in what we do.*

ABOUT THE AUTHOR

Wilbur D. Jones, Jr., has been a professor at the Defense Systems Management College since 1984. He teaches defense acquisition and is speechwriter to the general officer commanding DSMC. Now serving in the Acquisition Policy Department, he previously served as Associate Dean of Information; Director, DSMC Press; founding Managing Editor, Defense Acquisition University journal *Acquisition Review Quarterly*; and Director, Department of Defense Acquisition Historical Center. For two periods from 1987 to 1990, he served on detail to the Pentagon as speechwriter and special assistant to two Under Secretaries of Defense (Acquisition).

He has written numerous books and magazine articles for the government on acquisition and other defense issues. The *Fourth Edition* of his popular DSMC Press book *Congressional Involvement and Relations: A Guide for Defense Acquisition Managers* was published in April 1996. A military historian, he has written books and magazine articles on the Civil War and World War II.

Prior to joining the DSMC faculty, he had two careers, one as a naval officer for nearly 14 years on two tours of duty, and the other in California and national staff politics. He retired in 1984 from Pentagon acquisition duty as a captain in the Naval Reserve with 28 years of service. He served as advance representative and assistant to President Ford, and assistant to two California congressmen, two Nixon Administration cabinet secretaries, and in two presidential campaigns.

He is a retired NCAA Division I professional baseball umpire and basketball official, and holds a history degree from the University of North Carolina. He expects to retire in July 1996 following 41 years of consecutive service in the DoD.



LEADERSHIP, SCHOLARSHIP, MANAGEMENT

The emblem of the Defense Systems Management College was devised in 1971. Its three stars represent the Departments of the Army, Navy and the Air Force; together they suggest the joint-Service nature of DSMC. The stars are superimposed on the outline of a pentagon, which suggests the jurisdiction of the Department of Defense. The three-division shield, upon which the stars and pentagon rest, suggests the three-part school mission. Translated, the emblem's motto reads, "Leadership, Scholarship, Management."

TO THE FUTURE...

While we enjoy the professional satisfaction of our many varied accomplishments during the first quarter of a century of service to the defense acquisition community, the Defense Systems Management College now looks to the future.

For DSMC to continue to provide high quality products and services, and to maintain our role as the Center of Excellence in defense acquisition program management education, and its partner mission areas of research, consulting, and information dissemination:

We will continuously maintain currency and attempt to influence improvements in the areas of acquisition policy and procedures, acquisition reform, advancements in educational delivery methods, and enhancing the acquisition workforce to perform at maximum potential.

We will continuously update, improve, and offer new courses to reflect changes in acquisition policy, such as the new DoD 5000 Documents, the Federal Acquisition Streamlining Act of 1994, acquisition reform provisions of the FY 1996 National Defense Authorization Act, including the Federal Acquisition Reform Act of 1996 and the Information Technology Management Act of 1996, and all other measures of acquisition reform.

We will continuously develop and improve our program of lifelong, continuing education for acquisition professionals, using the continuum of these courses as the core: the Fundamentals of Systems Acquisition Management, the Intermediate Systems Acquisition Management Course, the Advanced Program Management Course, and the Executive Program Managers Course, along with the Program Managers Survival Course.

We will continuously endeavor to provide acquisition decision makers with forward-looking acquisition research projects, consulting services, publications, and associated means of informing the workforce.

The future, of course, is uncertain. But that portion of the future we can influence appears bright, and we face it confidently.

DAVID PACKARD, FOUNDER AND FREQUENT VISITOR



Advanced Program Management Course student admires painting of David Packard in Building 204 by Sgt Lowell Gilstrap, USAF.



Commandant BG Lynn H. Stevens, USA, David Packard at DSMC 20th Anniversary



David Packard

Deputy Commandant COL John B. Hanby, USA, with DSMC founder David Packard at 1976 dedication of Building 204 to Mr. Packard.



Commandant RADM William L. Vincent, USN, with David Packard





